

Sales Management

For the President

Should the Sales Manager Blue
Pencil the Advertising Copy?

Page 1577



For the General Manager

The Kind of Executive Who Gets
Team Work From the Sales Force

Page 1575



For the Sales Manager

Britigan's Methods for Keeping a
Sales Force on Its Toes

Page 1585



For the Advertising Agent

Shall We Readjust the Blindfold
the A.B.C. Stripped Off?

Page 1601



IOWA NUMBER

TWENTY-FIVE CENTS THE COPY

THE BADGER TRADE



MARK ASSURES QUALITY

Intensify Your Selling Effort

KEEP those between-visits orders coming along. Make it easy for your customers to keep track of price changes—new items—selling points about your goods. *Make it easy for them to order.*

Heinn Loose-leaf Catalog Binders accomplish this. They are good-looking—and keep good-looking. They operate easily. They stand-up and do their work—and keep on doing it.

Use Heinn Binders to intensify and prolong your selling effort. Investigate. Send today your catalog specifications. Prices and complete information will be sent without obligation on your part.

The Heinn Company

Originators of the loose-leaf system of cataloging

349 Florida Street
MILWAUKEE



HEINN BINDERS



~ day ~ by ~ day catalogs
that last year ~ after ~ year

Things Are Moving Along Nicely

In the Chicago Territory

TRUE, next November the "over twenty-one" portion of the population is going to exercise its franchise, but that's no reason why business equilibrium should be disturbed and it isn't, here.

In the Chicago Territory, living goes along about as usual, only more so, as banking activities show. And why not? There's nothing about a "Presidential Year" that curbs the appetite, prohibits recreation, or prevents hosiery from wearing out at the heel.

Industrial smoke stacks are hot, the building trades have a big order to fill, farmers are smiling, retailers are busy, and there's money in the bank.

What a market!

And in this market the Chicago Herald and Examiner is read by over a million families every Sunday There are sales for you!



Circulation Is Power!!!
"BUY IT BY THE MILLION!"

CHICAGO
HERALD & EXAMINER

NEW YORK: 1819 Broadway

SAN FRANCISCO: Monadnock Bldg.

We Have a Real Message

For those Sales Managers who realize that advertising is an integral part of the successful Sales plan—

For those Sales Managers who are vitally interested in the distribution of the advertising appropriation—

And who like to get data at first hand for more intelligent consultation with the Advertising Department.

If you will write us we'll tell you why we can help you—or just as quickly we'll tell you if we can't.



BUILDING SUPPLY NEWS

Read weekly by 5,000 dealers whose influence controls the sale of ninety per cent of all building supplies—and who use motor trucks and other material-handling equipment.

BRICK and CLAY RECORD

Clay products manufacturing plants buy labor-saving machinery and equipment of every conceivable kind. A prosperous industry spending millions annually.

CERAMIC INDUSTRY

The only paper covering the manufacture of glass, pottery, enamels and allied products, with national distribution. A virgin field rapidly expanding.

Send for a recent issue of any of these publications and let us help you to investigate these markets

INDUSTRIAL PUBLICATIONS, Inc.
409 S. Dearborn St. CHICAGO

This Issue at a Glance

For the convenience of subscribers whose time is limited, we will print here each month a short digest of the principal articles in each issue, so that you may determine those articles which are of sufficient interest to warrant careful reading.

ADVERTISING

The sales manager should reserve the right to blue pencil the advertising copy, according to Marsh K. Powers. Many advertising campaigns have fallen flat because there was no tie-up between the sales force and the advertising itself. A "hands-off" attitude is all right up to a certain point, but the sales manager must be able to govern the selling message that the copy will carry, so that the sales and advertising messages will dovetail. Page 1577.

William S. Power replies to the article, "What is the Horse Power of An Automobile Advertisement?" by asking "Well, What is the Horse Power?" and proceeds to tell why, in his opinion, the brake test would show a pretty high reading. Page 1671.

Cheltenham Bold points out the dangerous tendency among publishers to base space selling arguments on "readers" instead of subscribers. He sees in this a menace to the excellent work of the Audit Bureau of Circulations. It is admitted that each publication has more readers than subscribers, but who can judge the correct average per copy? Page 1601.

When the check for services rendered goes to the advertising agency, what has the house received for this money? In most instances it has received much more than the ordinary service of good copy, clever layouts and illustrations. There are many notable examples where some merchandising idea suggested by the advertising agency has resulted in the greater success of the business. Is the advertising agency just an employee, or does it hold the position of a partner in the business? Page 1622.

The use of color in advertisements is many times misdirected, according to the writer of this article. Color has a merchandising value if it is properly applied. A simple method of judging whether or not an added color will materially increase the returns on printed matter is outlined. Page 1657.

COACHING SALESMEN

Over a period of ten years the William H. Britigan Organization has sold property valued at more than \$25,000,000, and tested almost every known plan for holding a sales force together and stimulating its effort. William H. Britigan tells how he has accomplished this by means of regular sales meetings. Page 1585.

K. K. Bell, vice-president of The Calumet Baking Powder Company, explains how the most successful sales managers build up a team-play spirit in their organizations by saying, "Let's Go," instead of "Go On." The sales manager must accept responsibility for the failures as well as the successes in his organization, declares Mr. Bell, whose experience as a member of the Calumet sales organization began twenty-one years ago. Page 1575.

CREATING NEW MARKETS

The story of the yellow slicker is a story of a new market created by catering to a campus fad. The manufacturer is swamped with orders and the end is not in sight. Modern merchandising methods in this instance have accomplished in a few months what 88 years of business experience had failed to do. Page 1660.

The Burlington Basket Company produced a basket with a metal-lined compartment to hold cracked ice at the request of sportsmen. When automobile trips became popular it was improved to meet the needs of tourists. It was a specialty article pure and simple, but was used as a leader to increase the sale of their regular line. Page 1654.

DEALER STIMULATION

It used to be a tradition in the candy business that there was little if any market during the hot summer months. The Stephen F. Whitman & Son Company shattered this mistaken belief by a carefully planned advertising and educational campaign among its dealers. Now its production is on a fairly even basis and the summer slump has been eliminated. Page 1583.

Gates Rubber Company salesmen were taught to sell direct advertising as well as tires. A six letter campaign was responsible for increasing their sales twenty-nine per cent. H. D. Thoreau tells how salesman, dealer and customer interest was aroused and why the campaign succeeded. Page 1597.

Five hundred retailers and their clerks paid their own expenses to Chicago and spent two days in convention discussing sales methods for increasing sales of Brunswick-Balke-Collender products. Three letters and a house organ aroused their interest sufficiently to make this meeting possible. Page 1609.

FOREIGN CONDITIONS

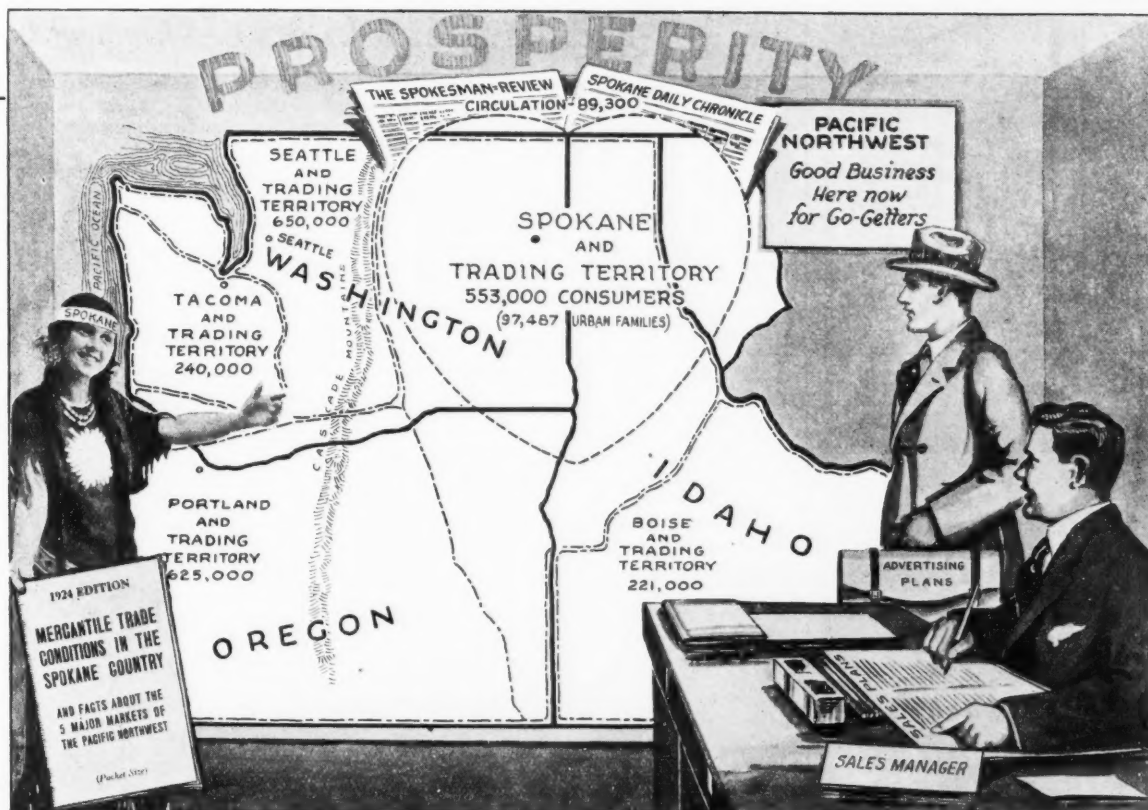
Seventeen hundred British manufacturers outline the reasons why they protest the \$200,000,000 German loan. They see in it a possibility of failure for British manufacturing interests. According to their petition to Parliament, this loan would serve to finance a trade war in which both British and American industry would be sufferers. Page 1604.

MIDDLE WEST MARKET

How are the buyers throughout the Middle West going to react to this? is a question that every sales manager asks when he has a campaign in mind. Iowa is typical of the middle western states and the sales possibilities in the Hawkeye state are indicative of those in surrounding territory. These possibilities are discussed in an article on page 1665.

NEW PRODUCTS

It is about time for salesmen to ask, "What's New This Year?" A staff writer has checked up the experience of several sales managers in dealing with this problem.



Facts About Conditions in the Pacific Northwest

—Also Interesting Figures with Regard to the 5 Major Markets

WASHINGTON, Oregon and Idaho produce annually over One Thousand Million Dollars new wealth from their farms, orchards, forests, mines and fisheries.

Higher prices and lower production cost, together with selling 10,000,000 bushels of wheat held over from 1923, result in more actual cash this year than last for Pacific Northwest farmers.

The returns from the orchards will equal if not exceed, those of any previous year. Livestock and dairying in Washington, Oregon and Idaho are increasing in magnitude, and good prices are being paid producers.

Aside from the favorable conditions on the farms, mining and lumbering industries of the Pacific Northwest are in a prosperous condition.

THE SPOKANE COUNTRY alone produces annually 1-11th of Nation's wheat, 1-7th to 1-5th of Nation's boxed apples, 37,000,000 pounds of wool, 40% of Nation's lead, and ships over \$50,000,000 worth of lumber annually. Livestock receipts and shipments, the Spokane Union Stock Yards, first 8 months 1924 beat 1923 by nearly 100%.

Based upon figures supplied by the Merchandising Service Departments of the newspapers, the

population of each of the five Major Markets of this rich, prosperous Pacific Northwest is as follows:

SEATTLE and estimated trading population . 650,000
 PORTLAND and estimated trading population . 625,000
 SPOKANE and estimated trading population . 553,000
 TACOMA and estimated trading population . 240,000
 BOISE and estimated trading population . . . 221,000

The per capita income for the Pacific Northwest, according to the National Bureau of Economic Research is 35% above the Nation's average.

From the foregoing figures, its strategic geographical location and the fact that Spokane is the most important railroad center west of Omaha, it will be seen that **THE SPOKANE COUNTRY** is one of the most important markets of the Pacific Northwest and the *logical tryout field*.

Spokane and its rich, surrounding territory (Heart of the Pacific Northwest), with 10,000 miles of good motor roads, 101,000 motor vehicles, 196 passenger trains and motor busses entering Spokane daily, make up one cohesive market of 553,000 consumers. (Late estimate 564,578.)

Most of the 89,300 circulation of **THE SPOKESMAN-REVIEW** and **SPOKANE CHRONICLE** is confined to the 97,487 homes located in the 522 cities and towns of the field. Therefore, you will readily appreciate why so many Go-Getters are intensifying sales efforts here, and how completely they cover the urban market thru this combination.

Send for **BOOK OF FACTS** about the Spokane Country Market and the Five Major Markets of the Pacific Northwest

REVIEW-CHRONICLE NATIONAL ADVERTISING BUREAU

<p>REPRESENTATIVES W. M. J. MORTON CO. NEW YORK CHICAGO M. G. MOGENSEN & CO. INC. SAN FRANCISCO LOS ANGELES SEATTLE</p>	<p>THE SPOKESMAN-REVIEW. MORNING - SUNDAY TWICE A WEEK Spokane Daily Chronicle EVENING - WEEKLY COVER SPOKANE AND SPOKANE COUNTRY LIKE THE SUNSHINE</p>	<p>DOMINANT FARM MAGAZINES THE WASHINGTON FARMER THE IDAHO FARMER THE OREGON FARMER</p>
---	---	---



BRANCH HOUSE SERVICE

at a fraction of PRIVATE branch house cost

WAREHOUSE

We are always prepared to adapt our storage space to meet your requirements and shall be pleased to give you quotations on package storage per month or on area leases per month or year.

PRIVATE SALES OFFICE FOR YOUR REPRESENTATIVE

The private sales service offices in Cotter Warehouse Buildings are easily accessible; cheerful, bright and airy; well equipped and are, in fact, all that your district salesmen could wish for—and the price is reasonable.

TELEPHONE SERVICE

Telephone service is furnished in connection with our private sales office service. This includes the taking of all messages when your salesman is out of the office and does away with the necessity of having an additional employee to answer incoming calls.

COOPERATIVE SALES SERVICE

Your accredited jobbers and dealers can place their orders with us without losing time waiting for your salesman to return from a trip or in writing to you direct. If a new customer desires immediate delivery of your product, we make the delivery for you as a part of our cooperative service.

DELIVERY SERVICE

This branch house service is further facilitated through store door delivery by our large fleets of trucks. All our warehouses are located at recognized railroad centers where specialized distribution through the Central States is practical.

Special information on our Branch House Service and how you can profitably adopt it will be gladly furnished. Direct your inquiry to our executive offices.

Your Traffic Manager also reads Cotterage ads in "The Traffic World"

The W. L. COTTER WAREHOUSE Company
Established in 1882
Akron, Columbus, Mansfield and Toledo
Executive Offices at Mansfield, Ohio



Cotterage
FOR CENTRAL STATES
DISTRIBUTION & MERCHANDISE

This Issue at a Glance—Continued

and tells how they were able to answer it, not by giving the sales force something new, but by proving that the present line contained many neglected items. Page 1613.

SALES METHODS

The National Grocer Company of Detroit found that its salesmen were not selling the lines which returned the most profit to the house. To overcome this they instituted a bonus plan and as a result their profit statements have shown decided improvements and salesmen have earned from \$500 to \$2,500 yearly, in bonus checks. Page 1619.

Selling insurance by telephone is perhaps unusual, yet Courtenay Barber has proved that it can be done. He relates how he has used the telephone approach almost exclusively for twenty-five years in selling millions of dollars of insurance. He has trained all of his representatives to follow his course and it is an established rule that they telephone first and make a personal call later. Page 1593.

C. A. Bonniwell, sales manager of S. W. Straus & Company, proved by a personal investigation that successful methods of selling real estate bonds were no different from those necessary in any other line. His experience disproves the theory that for every commodity there must be a specialized selling method. Page 1661.

SELECTING SALESMEN

The grief that a sales manager is storing up for himself in acquiring the star

salesman of another organization is pointed out by a "star gazing" sales manager who has had the experience. "You can have one or two stars in the organization and live through it," he says, "but the moment you make it an all star cast, the show goes on the rocks, just as it does in the theatrical business." Page 1579.

Intelligence is not the most valuable quality a salesman may possess, according to H. L. Kenagy, of the Procter & Gamble Company. In the second of his series of articles regarding the scientific selection of salesmen, he points out how this fact has been proved. Page 1645.

SELLING MESSAGE

Sales messages on labels and tags often clinch a sale after a selling talk has failed to do it. Charles Gilliland made inquiry among New York retailers to ascertain what effect the tags and labels had on sales. Almost without exception each one agreed that they had a greater influence on the buyer than they were given credit for. Page 1581.

STIMULATING SALES

With 1,100 men under his direction, it is essential that the sales manager of the Jewel Tea Company knows when and where to apply extra selling pressure in order to keep up the volume. A graphic chart in his office makes this possible and his method of carrying out this part of his work is fully described. Page 1651.

Index to Advertisers

Only advertisers using space of one column or more are listed

	PAGE		PAGE
Acme Card System Co.....	1681	H. K. McCann Co.....	1574
Audit Bureau of Circulation.....	1633	McGraw Hill Co.....	1570
Automatic Display Fixtures.....	1683	McJunkin Advertising Co.....	1634
Autopoint Co.....	1655	Macfadden Publications.....	1611
Better Homes and Gardens.....	1637	Meredith Publications.....	1637
Buckley, Dement & Co.....	1668	Mid-West Box Co.....	1617
Alvah Bushnell.....	1648	Milwaukee Journal.....	1595
Campbell-Ewald Co.....	1631	David J. Molloy Co.....	1615
Capper Publications.....	1608	John J. Morgan Advertising Agency..	1642
Caxton Co.....	1616	Conde Nast Publications.....	1569
Chappelow Advertising Co.....	1618	National Map Co.....	Cover
Chicago Daily News.....	1627	National Process Company.....	1669
Chicago Evening American.....	1628-1629	Needlecraft Magazine.....	1572
Chicago Herald & Examiner.....	1565	New York News.....	1592
Chicago Paper Co.....	1656	Palm, Fechteler & Co.....	1652
Chicago Tribune.....	Cover	Palmer Publicity Service.....	1673
Christian Science Monitor.....	1607	Shirley Parker Institute.....	1624
Samson Clark, Ltd.....	1670	Pathscope Co.....	1660
Cosmopolitan.....	1573	Penton Publishing Co.....	1614
W. Lee Cotter Warehouses.....	1568	Postage.....	1662
Reuben H. Donnelley Corp.....	1663	Quality Group.....	1653
Des Moines Register.....	1664	Review Chronicle Natl. Adv. Bureau..	1567
Detroit News.....	1639	The Rotarian.....	1683
DuPlex Corporation.....	1603	San Antonio Express.....	1644
Elks Magazine.....	1649	Saunders Drive It Yourself Co.....	1638
William Feather Co.....	1620	Edward H. Schulze.....	1626, 1643
Federal Bank Note Co.....	1667	Shaffer Publications.....	1623
G. Felsenthal & Sons.....	1644	Southern Ruralist.....	1612
Good Housekeeping.....	1641	Spokesman-Review.....	1567
Greenduck Manufacturing Co.....	1675	St. Louis Globe-Democrat.....	1625
Heinn Co.....	Cover	Textile World.....	1621
Henri, Hurst & McDonald.....	1600	Thomas Publishing Co.....	1650
Hooven Chicago Co.....	1647	J. Walter Thompson Co.....	1591
Indianapolis News.....	1599	Artemas Ward, Inc.....	1596
Industrial Publications.....	1566	S. D. Warren Paper Co.....	1659
Insurance Co. of North America.....	1677	Western Warehousing Co.....	1632
		Wood, Putnam & Wood.....	1685

"A Little Money and a Long Way to Go"

A COMPLETE national distribution on any product is a "long way to go." Suppose you want to take the largest cities first?

Given a high-powered sales force to cover the 32 key cities, and the leading dealers to work upon, what type of advertising will accomplish the quickest results at the least expenditure?

Remember—it's "a little money and a long way to go."

If we are to confine ourselves to an annual budget of five figures to start an effective national distribution advertising campaign—where, for instance, we do not want to spend over \$3000 per month for the first year—we can't take any widespread newspaper campaign in thirty-two cities, nor can we do more than "bluff the dealer" advertising with a few pages in the "more-than-a-million" magazine in a year's campaign at \$3000 per month.

Is there any effective advertising method to help your salesmen in the big cities that embraces an expenditure of less than \$3000 per month? Yes! You can reach a market

comprising the very best families in every one of the leading thirty-two cities at an expenditure of \$2850 per month.

They are the important families, because it can be proved that their standard of living is the highest, their purchas-

counts of any high-grade outlet for your merchandise.

In short, they are the readers of Vogue, Vanity Fair, and House & Garden—the Condé Nast market, which, to reach through twelve issues of Vogue, and twelve of Vanity Fair and House & Garden each month, will only cost \$2850.

Through this expenditure you can win the open door to the national market—"a long way to go." And the price, no one can deny—is "a little money!"

Will you let us cite instances, one after the other, where notable national distribution successes have been won through the use of the advertising pages of the Condé Nast Publications?

To the sales manager, whose cost figures are being scrutinized, whose advertising appropriation is part of sales cost, and who wants to find a way to make advertising help win metropolitan and greater national distribution, the Condé Nast market is bound to be of supreme interest.

Net Cost of Three Campaigns in the Condé Nast Group

12 pages in Vogue	}	\$27,360
12 " " Vanity		
12 " " House & Garden . . .		

6 pages in Vogue, Vanity, Garden, alternating with 6 half pages in same	}	\$21,802.50

12 halves in Vogue	}	\$14,535
12 " " Vanity		
12 " " House & Garden . . .		

ing power the greatest, their buying habits carry the most weight, their influence upon buyers the most potent.

They lead—the mass follows. They are most responsive to quality advertising—the most desirable charge ac-

The Condé Nast Publications, Inc.

New York

Boston

Chicago

Los Angeles

San Francisco

Seattle

Why you meet an overwhelming majority of your buyers in American Machinist . . .

Where the buyer comes for ideas!

When a new idea pops up in the metal-working industry, it makes its bow through the pages of American Machinist.

The idea may be a new machine. Or it may be an improved shop method.

Whichever it is, its purpose is to turn out some metal product better, cheaper, or faster.

The men who are responsible for results in the plants that turn out automobiles, adding machines, locomotives, sewing machines, electrical machinery, etc., etc., are very much interested in such ideas.

Each one of these men concentrates every ounce of his mental energy on how to make his product better, cheaper, or faster.

Naturally, he turns to the editorial and advertising pages of American Machinist.

For 45 years American Machinist has served production executives in the metal-working industries with up-to-the-minute information on new machinery and improved shop methods.

For 45 years American Machinist has been the market place of the metal-working industries.

If you sell to these industries—you can meet an overwhelming majority of your buyers in American Machinist.

The 15 McGraw-Hill engineering, industrial and merchandising publications serve the men who buy in the following fields:

Electrical: Electrical World, Electrical Merchandising, Electrical Retailing, Journal of Electricity.

Construction and Civil Engineering: Engineering News-Record.

Mining: Engineering & Mining Journal-Press, Coal Age.

Transportation: Electric Railway Journal, Bus Transportation.

Industrial: American Machinist, Industrial Engineer, Power, American Machinist (European Edition), Chemical & Metallurgical Engineering.

Engineering in Spanish-Speaking Countries: Ingenieria Internacional.

American Machinist

A. B. C. A McGraw Hill Publication A. B. P.
Tenth Avenue at 36th Street, New York

Where the seller comes for sales!

Subscription Rates: Single copies, 25 cents. Yearly subscription payable in advance, \$3.00 anywhere in the United States or its possessions; \$3.25 in Canada, and \$3.50 in foreign countries. Six months' subscription, \$1.50.

Bound Volume: No more copies of Bound Volumes One, Two, Three or Four are now available. Copies of Bound Volume Five containing issues from October, 1922, to September, 1923, inclusive may be obtained from either our Chicago or New York office at a cost of \$6.00.

Renewals: Subscriptions are promptly discontinued upon expiration. Readers desiring to keep their files complete should renew promptly.

News Stand Copies: This magazine is not generally sold through news dealers. Copies can usually be secured, however, after the first of the month from the news stands at leading hotels, railroad stations and book stores in the larger cities.

Advertising Rates: Full page advertisement, opposite reading, run of paper, \$150 single insertion. Two columns, \$120 single insertion. One column, \$75 single insertion. Half column, \$40 single insertion. Sixty-five cents per agate line.

Closing Dates: First forms close on the tenth of the month. Final forms, fifteenth of the month. Publication date, first of the month, all preceding date of issue. To secure proofs of advertisements, copy must be in our hands not later than the tenth.

MEMBER

*Audit Bureau of Circulations
Associated Business Papers, Inc.*

Published Monthly by

THE DARTNELL CORPORATION

PUBLICATION OFFICES:

RAVENSWOOD AND LELAND AVENUES, CHICAGO
Telephones, Ravenswood 0365 and 0367

J. C. ASPLEY - - - - - President
PHILIP S. SALISBURY - - - Vice-President
M. D. ASPLEY - - - - - Secretary
J. T. KEMP - - - - - Treasurer
T. D. REID - - - - - Production Manager
JACOB F. WEINTZ - - - Manager Adv. Sales
C. E. LOVEJOY - - - Asst. Adv. Manager
J. E. WEST - - - - - Manager Service Sales
C. R. SWENEY - - - - - Asst. Sales Manager
HARRY C. PECK - - - Asst. Sales Manager
H. B. BROWN - - - - - Asst. Sales Manager
C. M. ALDRED - - - - - Promotion Manager
R. L. THOMAS - - - Pacific Coast Representative

EASTERN OFFICE:

19 W. FORTY-FOURTH STREET, NEW YORK CITY
Telephone, Vanderbilt 3614

PHILIP S. SALISBURY - - - - - Manager
M. V. REED - - - - - Asst. Manager
E. D. GOODELL - - - - - Staff Representative
SUMNER D. KILMARX - - - Staff Representative

EUROPEAN OFFICE:

150 SOUTHAMPTON ROW, LONDON, W.C.2
Telephone, Museum 8596

J. E. WALSH - - - - - Manager
A. T. TURNER - - - - - Representative

TORONTO - - - - - W. A. LYDIATT
27 Wellington Street, E.

MELBOURNE (AUSTRALIA) - T. C. LOTHIAN
497 Collins Street

Sales Management

*Published Monthly for Those Who Market
Through National Sales Organizations*

VOLUME SEVEN

Established 1918 by The Dartnell Corporation

NUMBER FOUR

Contents for October, 1924

TEAM WORK ON THE SALES FORCE—AND THE KIND OF EXECUTIVE WHO GETS IT.....	1575
<i>An interview with K. K. Bell, General Manager, Calumet Baking Powder Co.</i>	
SHOULD THE SALES MANAGER BLUE PENCIL THE ADVERTISING COPY?.....	1577
<i>By Marsh K. Powers</i>	
YANKING STARS FROM THE COMPETITOR'S FIRMAMENT.....	1579
<i>By a Star-Gazing Sales Manager</i>	
THE LABELS SELL THESE PRODUCTS TO WARY BUYERS.....	1581
<i>By Charles Gilliland</i>	
STEADY ADVERTISING AND SELLING BREAKS SUMMER SLUMP FOR WHITMAN.....	1583
<i>By Roy Johnson</i>	
BRITIGAN'S METHODS FOR KEEPING A SALES FORCE ON ITS TOES.....	1585
<i>By William H. Britigan</i>	
THE NEWS SLANT IN SALES LETTERS.....	1587
<i>By Sherman Perry</i>	
WHY I PREFER THE SMALL ORGANIZATION.....	1588
<i>By a Man Who Works in a Large One</i>	
WHY I PREFER THE LARGE ORGANIZATION.....	1589
<i>By a Man Who Works in a Small One</i>	
HE SET ASIDE MANY TRADITIONS IN MARKETING SHOES.....	1590
HOW I MADE NINETY-NINE PER CENT OF MY SALES.....	1593
<i>By Courtenay Barber</i>	
SIX-LETTER CAMPAIGN INCREASES SALES TWENTY-NINE PER CENT....	1597
<i>By H. D. Thoreau, Gates Rubber Company</i>	
SHALL WE READJUST THE BLINDFOLD WHICH THE AUDIT BUREAU HAS STRIPPED OFF?.....	1601
<i>By Cheltenham Bold</i>	
HOW BRITISH MANUFACTURERS VIEW THE PROPOSED GERMAN LOAN.....	1604
BURROUGHS ALL-STAR CONVENTION FEATURES DEMONSTRATIONS....	1605
BRUNSWICK HOLDS SALES CONFERENCE FOR RETAILERS' SALESMEN....	1609
WHERE, OH WHERE! ARE MY PROFITS?.....	1612
WHEN THE SALESMEN ASK, "WHAT'S NEW THIS YEAR?".....	1613
<i>By Will G. Caldwell</i>	
THE NATIONAL GROCER PLAN FOR PUSHING PROFITABLE LINES.....	1619
<i>By D. G. Baird</i>	
WHAT DOES AN ADVERTISING AGENCY DO FOR THE MONEY IT GETS?.....	1622
WHAT ADVERTISING HAS DONE FOR THE AMERICAN SALESMAN.....	1635
WASHINGTON TURNS OFFICIAL SPOTLIGHT TOWARD SALES AFFAIRS..	1640
DEVELOPMENTS IN SCIENTIFIC METHODS FOR SELECTING SALESMEN..	1645
<i>By H. G. Kenagy, Procter & Gamble Distributing Company</i>	
THIS CHART KEEPS TRACK OF AN ENTIRE YEAR'S SALES OF 1100 MEN..	1651
USING A SPECIALTY TO SELL THE COMPLETE LINE.....	1654
WHEN IT PAYS TO USE A SECOND COLOR.....	1657
<i>By David H. Colcord</i>	
THE OLD-FASHIONED YELLOW SLICKER BREAKS INTO SOCIETY.....	1660
OUR BUSINESS IS NOT DIFFERENT.....	1661
<i>By Charles A. Bonniwell</i>	
SALES POSSIBILITIES IN IOWA.....	1665
WELL! WHAT IS THE HORSE POWER OF AUTOMOTIVE ADVERTISING?..	1671
<i>By William S. Power</i>	
EDITORIAL COMMENT.....	1678-1679

Edited by John Cameron Aspley

EUGENE WHITMORE
MANAGING EDITOR

ROY W. JOHNSON
EASTERN EDITOR

DAVID H. COLCORD
ASSOCIATE EDITOR

A. R. HAHN
DESK EDITOR

Entered as Second Class Matter March 12, 1919, at Post Office, Chicago, Ill., under Act of 1879
Copyrighted 1924 by The Dartnell Corporation. Printed by The Dartnell Press



\$723,300.00

is a lot of money.

It's nearly three-quarters of a million dollars.

Yet, just *one* advertiser, selling just *one* thing, to women, for \$60.00, developed this much *cash-in-advance* business from inquiries produced by just *one* woman's magazine.

Real selling like this is rare. Only a magazine with a circulation of exceptional force, character and dependability could do it.

If your goods are bought by women, whether direct or through dealers, you need it for your 1925 campaign.

Figures showing its distribution by Sections, States, Counties, Cities, Towns, Villages, and on R. F. D. Routes, will be furnished promptly to national advertisers, or advertising agencies.

Write at once to

Needlecraft Magazine

50 E. 42nd Street New York

Robert B. Johnston, Advertising Manager

Personal Items



THOMAS CUSACK has retired from the presidency, and control of the Thos. Cusack Company has passed to a New York banking syndicate. GEORGE L. JOHNSON, formerly vice president in Chicago, succeeds Mr. Cusack as president.

H. W. Peabody and Company, New York, manufacturers of Domes of Silence, have appointed R. A. KESTER sales manager. CHESTER E. WALRADT and W. V. KNOBLOCH, former sales and assistant sales managers respectively, have resigned.

The Minneapolis Association of Sales Managers, organized about a year ago with twenty-five members, now has a membership of one hundred and twenty-five. At its annual meeting the following officers for the year 1924-1925 were elected: President, A. J. HUCH, sales manager for the Central Supply Company; vice president, E. P. DRUMMOND, sales manager for Cole & Wickham; secretary, PAUL KOUGHAN, division manager for Library Bureau, Inc.; treasurer, WALTER C. MYERS, president of the Walter C. Myers Company.

W. E. O'NEILL, formerly manager of the roofing division of The Texas Company, Houston, has been appointed general sales manager of the Ford Roofing Products Company, Chicago.

Lehn & Fink, Inc., New York, makers of Pebecco tooth paste, announce the appointment of GEORGE M. MURRAY as assistant to the president, EDWARD PLANT. Mr. Murray, who has been advertising manager for the past five years, is succeeded in that capacity by W. D. CANADAY, formerly director of sales analysis and salesmen's personnel.

JOHN H. TIFFANY has resigned as president of the Tiffany-Bayless Company, advertising agency, Cleveland, to become general sales manager of the E. F. Hauserman Company, Cleveland, makers of steel factory partitions. W. N. BAYLESS succeeds Mr. Tiffany as president of the agency. HORACE D. KERR, formerly with the Nichols-Evans Company, Cleveland, and more recently with the Atlas Portland Cement Company, Chicago, has acquired an interest in the Tiffany-Bayless Company and joined the organization as vice president.

R. W. MADISON, manager of the merchandising service bureau of the San Francisco Examiner, has been made director of the foreign advertising department. Mr. Madison has served in various executive capacities in the United States Treasury Department in Washington, the Food Administration in California, and the Scripps-McCrea league of newspapers.

E. L. CORD has been elected vice president and general manager of the Auburn Automobile Company, Auburn, Indiana.

HENRY H. MORSE, formerly chief of the Domestic Distribution Division, United States Department of Commerce, and previously sales and export manager for the Regal Shoe Company, has been made sales and export manager of The Florence Stove Company, Gardner, Mass.

RUSHMORE B. HEED, at one time on the sales staff of the Diamond T Company, later Chicago sales manager of the Republic Motor Truck Company, and later returning to become corporation sales manager of the Diamond T Company, has been appointed vice president in charge of sales of the Garford Motor Truck Company.

W. E. HOSAC has been promoted from assistant to the president to vice president in charge of sales and advertising for the Rolls-Royce of America, Inc., with headquarters in New York, the new executive sales offices of the company.

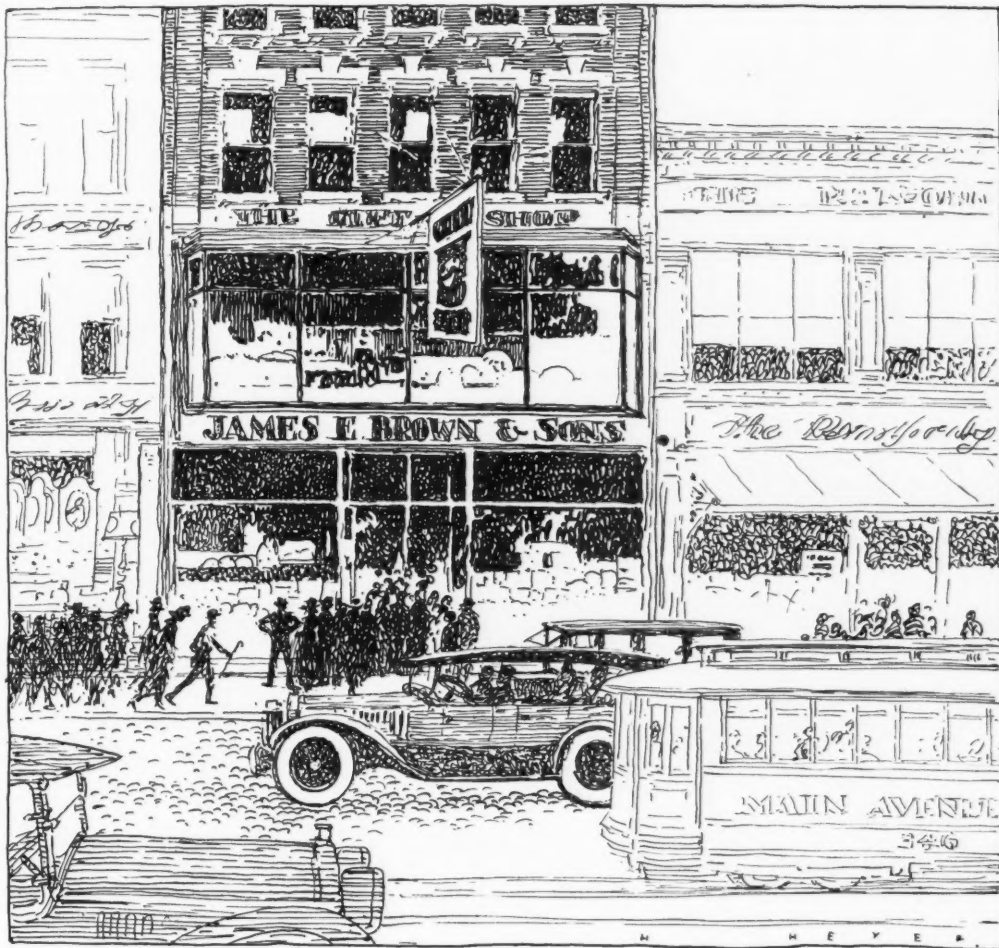
REX BRASHEAR, who has been associated with the Moon Motor Company, St. Louis, for the past three years, has been made assistant sales manager, succeeding NEIL E. MCDARBY, who recently left the Moon Company to become associated with the Emberton Motor Company, Moon distributors in San Antonio.

FRANK L. EGNER, for the past several years in charge of retail and educational advertising for the McGraw-Hill Book Company, Inc., has been placed in full charge of all advertising and sales.

V. R. HOWARD, for many years sales manager of the Krohn-Fechheimer Company, Cincinnati shoe manufacturers, is now advertising manager of The Rheinstrom Brothers Company, Cincinnati, producers of "Rosebud" food products.

A Willys-Overland factory branch has been established in Milwaukee, and will be in charge of P. C. GARTLEY, formerly sales manager for the George W. Browne Company, Willys-Overland distributors in Milwaukee.

RICHARD BARRETT, an assistant to the general sales manager of the Sunland Sales Co-operative Association, Fresno, California, has been placed in charge of the sales plan and method activities of that company, selling agents for Sun-Maid Raisins. Mr. Barrett was formerly connected in an executive capacity with the Vancouver Sun and the Daily World, and previously with the Seattle Post-Intelligencer.



A RETAIL store in a Trading Center does more business than a store in a country town because there are more people to sell to—more people who are always being tempted to buy. Buying convenience is a trade producer. People buy more if they live within easy access of well-stocked stores.

Cosmopolitan^{35¢}

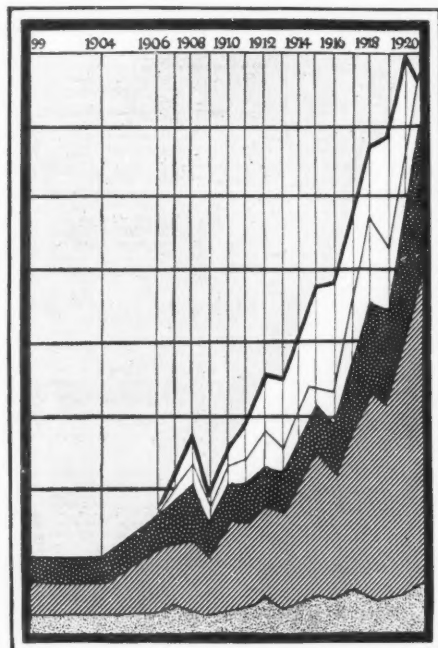
COSMOPOLITAN'S circulation is most largely concentrated at points where adequate distributive facilities are available. These points are the 633 Key Trading Centers.

ANSWERING THE BANKER

LAST summer an executive of this company was called to New York in order that he might make available, in the service of an eastern client, experience gained in the study of the fundamental marketing problems of Pacific Coast food products.

A portfolio of charts which he carried with him told the facts very much as a military tactician's maps tell the story of a battle.

On the train he met a banker—an affable, conversational banker, a man with the banker's characteristic appetite for facts. The banker had to render a decision on an application for credit made by a Pacific Coast producers' co-operative association and he wanted to know—a lot of things. Our executive told him what he could. In the end the banker ran off with the charts and gorged himself for two days with what he declared to be the most complete collection of fundamental data on the



economics of the Pacific Coast food products industry which had ever come to his attention. And the rest of the trip he registered astonishment that he should have discovered this sort of data in the hands of an advertising agency executive.

There is nothing particularly surprising about it. The data assembled in these charts represented four years of work, undertaken not with a view to compiling "scenery" to be used as a background for soliciting new accounts, but to eliminate guesswork in the recommendations which we are called upon to make to all our food product clients.

Because we possess this sort of data on most basic industries, we are able to start considerably ahead of scratch on practically every job that comes into the shop. It is this sort of data, and the point of view which it indicates, that we believe can make the advertising service of this company of profit to *your* business.

THE H. K. McCANN COMPANY

Advertising

NEW YORK
CHICAGO

CLEVELAND
LOS ANGELES



SAN FRANCISCO
MONTREAL

DENVER
TORONTO

Sales Management

A Dartnell  Publication

Volume Seven

Chicago, October, 1924

Number Four

Team Work on the Sales Force —and the Kind of Executive Who Gets It

An interview by Eugene Whitmore with

K. K. Bell

Vice-President and General Manager, Calumet Baking Powder Company, Chicago

K. K. BELL jimmied his way into the sales department of the Calumet Baking Powder Company. It happened this way:

Mr. Bell was head bookkeeper of the company twenty-one years ago. He took it into his head that he wanted to be a salesman. When he broached this idea to Mr. Wright, the president of the company, he was told that he had a great future as a bookkeeper. "Why, Mr. Bell," he was told, "you are not a salesman; you are one of our most trusted employees; there is a place for you with a real future right here in the bookkeeping department."

Mr. Bell went back to his desk and waited. A month or so later vacation time rolled around. He returned to Mr. Wright and said that he was going out and try his hand at selling during the vacation time.

"Why, Bell, you had better go somewhere and have a good time, rest up and enjoy your vacation," Mr. Wright told him.

But that was not Mr. Bell's plan. He took a sample outfit and went into a territory in northern Illinois that had been worked for the previous seven years by the same salesman. This salesman had been selling from three to four hundred dollars' worth of baking powder each week. He took things easy. Bell came in Saturday morning of the

first week of his vacation period with orders amounting to more than a thousand dollars. The next week he hung up the same sort of a record.

"We wouldn't let you keep our books," was Mr. Wright's comment when he saw Mr. Bell's record. "From now on you are one of our salesmen."

That's how the present general manager of the Calumet Baking Powder Company saved himself from a career atop a bookkeeper's stool. That's why I went to him when I wanted a story about the kind of an executive who can keep a sales department running smoothly.

Why Some Sales Managers Fail

Recently I had an opportunity to see in terms of actual sales, just how important this matter of leadership really is. The division manager of a certain company was transferred to a more important territory, and another man given charge of the salesmen. In three months after the original division manager left, sales had dropped thirty per cent. the men were dissatisfied, and the jobbers were complaining that "phoney" orders were being turned in by these men, who under their former leader had never been known to "stuff" orders.

So I asked Mr. Bell to point out where some sales managers fall

down in this important phase of their work.

"Some men, particularly some men who have been good salesmen," said Mr. Bell, "make the fatal mistake of selling themselves and not the company to their men. They say 'I did this—I sold so and so—I increased sales—I lined up the jobbers'—seemingly forgetting the part the company played. The first duty of the sales manager is to sell the company to its men. If he fails in this, he cannot hope to be a real leader, for it is the company and not himself that the men are working for.

The average salesman admires nothing more than ability, especially sales ability. I have known many sales managers who would go on a visit to some territory and say to the salesman in charge, 'Meet me at eleven o'clock. I am going to be busy with a big buyer until then. In the meantime you go out and see what you can turn up in the way of orders.' The salesman, anxious to make a good showing, goes out and brings back some big orders. Then he meets the sales manager later in the day and turns in these orders. The sales manager wires in, 'We sold so and so.' The right sort of a sales executive wouldn't put the we in at all—he would give the salesman all the credit.

"Salesmen admire, and will work hardest for the executive who says,

'Come on,' instead of the executive who says, 'Go on.' None of the sales managers in our business have any sales account, that is, they receive no credit for any sales they may happen to make. The credit goes to the salesman, or the district manager.

"Another test of an executive is his attitude towards the men who are not top-notchers. Some sales managers do not seem to realize that the company holds them just as responsible for the mediocre salesman as for the top-notch men. I have seen many sales managers who were perfectly willing to take the credit for the big producers, but who were always prepared to sidestep any responsibilities for the failures, or second-string men."

It has often been said that a good executive is a man who is able to maintain discipline without the constant display of authority. It is easy enough to maintain a certain amount of discipline if you constantly remind your assistants of the fact that you are boss, but the real executive is never forced to resort to the habit of saying, "Well, I'm the boss here," or, "I'm running this department."

Helping the Laggards

One method of maintaining discipline, according to Mr. Bell, is to lend a helping hand to the salesman who is falling behind. "Sarcasm used to be my weapon—in fact it is even yet my natural weapon, but I have learned its futility. It simply doesn't set well on a salesman. I have to guard against it all the time. When a man's sales record shows that he is not working as he should, my inclination is to write him a sarcastic letter advising him to conserve his health—not to overwork, or wear himself out. A letter of this kind reads mighty well—in your own office—but no salesman with any backbone can help but resent it. I know, because I have written letters of this kind, only to find that nothing was accomplished.

"When I was at the head of our all-star crew, it very often happened that one man would fall down and fail to turn in anything like a good volume of business for a week. When this happened I would occasionally hand him some orders of my own and suggest to him that he write up these orders and sign his own name to them. 'You had a

hard territory this week. I had a good territory—here, you take credit for a hundred dollars' worth of my business.'

"It was remarkable to see how much a salesman would appreciate this help, but more remarkable to see how much harder he would work the following week so that it wouldn't be necessary for anyone to help him out again.

"Last summer I visited Portland, Oregon, one of the towns in the territory I helped open for our company. One day I sold more than \$40,000 worth of baking powder. I



K. K. Bell, vice-president and general manager, Calumet Baking Powder Co.

say I sold it, but that isn't exactly correct. Mr. B., our district man out there, sold it. At least he had the orders all hanging up waiting for me to come along and pick them off. When the day's business was totaled up, Mr. B. asked me to telegraph the house the result of this wonderful day's business. He wanted me to write the telegram as if I had sold this business. I refused. The house knew I was in Portland. What is more, the men back in Chicago knew, as well as I did, that the orders came as a result of Mr. B.'s work, not mine. My credit would come as a result of having a man of Mr. B.'s calibre in the Portland territory, not as a result of the orders which were placed the day I happened to be in town.

"The executive who realizes that the record of his men is his own record is the man who will have his territories in the best shape. It is a mistake, I think, for the sales manager to try to hang up a big personal

sales record just to prove that he can sell in territories where he has salesmen or district managers. His credit should come from the orders these field men turn in, not from his own personal sales.

"Whenever we find a man who does not carry on his personal work according to the policies of the house, it seldom fails to show up in the work of his salesmen. Not long ago we noticed that all the men in a certain division seemed to be having a lot of trouble with orders. There were too many disputed orders and cancellations in the territory. Checking up the matter, we found the district man to be dishonest. He had written up big orders, and through accomplices in the office had managed to keep these orders from being shipped after he had received credit for them on the sales record.

Subordinating the Personal

"Naturally this man's crookedness was reflected in the work of his subordinates. They followed his tactics and lost their positions. This experience shows up two weak characteristics in executives. First, a lack of the ability to carry out house policies. This man, even though not honest of his own accord, should have had enough judgment to know that a concern the size of ours would eventually have caught him, and that it would thoroughly disapprove of such tactics. Second, it shows that he was too small to hire any men, except men he personally liked, or whom he thought would go along and follow his own methods. The real executive is big enough to hire men in spite of the fact that he may not care for them personally. But he is able to deal with these men so impartially that there will never be any trouble in transacting business with them.

"In our business we give every salesman who shows any sign of having executive ability an opportunity to try his hand at managing men. When we notice a salesman doing good work we often give him an opportunity of selecting, hiring and training a salesman. We usually send him out to work with a new man, telling him that the district man is unable to take charge of the new man.

(Continued on page 1685)



If the prospect is impressed with your advertising, the salesman's story sounds much more plausible if it parallels the advertising

Should the Sales Manager Blue Pencil the Advertising Copy?

If the Sales Appeal Doesn't Jibe With the Advertising Neither the Salesmen nor the Advertising Will Produce Maximum Results

By Marsh K. Powers

THIS is written more particularly for the sales managers—and there are, of course, many of them—who say, when advertising copy is discussed in their presence, "I'll leave that to you fellows. You know more about advertising than I do. If you think that's the right stuff, go ahead."

Up to a certain point a "hands off" attitude of this kind is admirable.

Certainly I would want to be the last one to encourage a sales manager who has never earned his livelihood by personal endeavor in the world of halftones, zincs, Ben Days, 120-line screens, wood-cut effects, millines, preferred positions, 26-time rates, and the other technicalities of advertising, to force hunches, guesses or purely personal tastes and prejudices upon his company's advertising program. The technical matters of advertising are properly left to the decision of the man or men selected because of their suitable advertising experience to stand responsible for the concern's advertising.

Were I a sales manager with no first-hand experience with the technique of advertising creation or the complexities of space-buying, I would first satisfy myself as to the ability of my advertising counsel and then place myself in its hands, holding back only one reservation.

On one point only would I reserve myself the right of veto—and that would be on the message.

The subject matter—not the mere phrasing—of the copy would be the single point on which I would enforce my own convictions.

In the face of my complete dependence upon my advertising counsel in all other advertising matters, why should I feel justified in possibly overruling them (or him) on this one point?

The reason is simply this—I know that, unless the message is one which the sales force already parallels—or can be persuaded to parallel—in their individual personal solicitations, the campaign will fall below its possibilities. There might be exceptions to this in the case of advertising to

consumers not reached by the sales force, but even then there is always a danger that copy will miss fire if it is too far from the sales presentation of the distributors' or retailers' sales forces.

Whenever advertising copy varies too greatly from a normal sales presentation, there is apt to be wastage.

For instance, several years ago the president of an Ohio manufacturing company, in a session with his advertising agent, evolved an idea for the sales presentation of the company's produce which was decidedly in advance of its own previous methods and those of its competitors. The new idea was incorporated in the company's catalogs and other printed sales literature and then launched in its magazine advertising with high hopes based upon its fundamental soundness.

Inquiries from magazine advertisements promptly increased, proving the greater power of the new appeal.

Sales from inquiries, however, did not keep pace with past percentages

and the new idea was finally relinquished.

What was the matter?

Habit.

The sales force—from the sales manager down—had proved unable to break away from the old methods and established routine. It had utterly failed to tie up to and cash in on the new appeal. The increased flow of inquiries aroused by the new appeal brought no increased profits because they were followed up in the stereotyped manner habitually used by the company itself and by all of its competitors, and the inquirers, disappointed, had failed to yield even the normal proportion of sales.

Without arguing the right or wrong of the decision, the president regretfully instructed his advertising agent to shelve the more appealing advertising copy and return to a type of copy which did not demand remaking the company's whole sales force.

Advertising Must Fit Sales Talk

Much of that company's advertising investment for that year could have been saved had the company's sales manager said bluntly, in the beginning, "Look here—that is undoubtedly a sound and logical idea, but neither I nor any other man can change the viewpoint of our men enough to make them fit their sales talks to that approach. That idea calls for a new sales force. Bitter experience has taught us how hard it is to find salesmen who can show us a profit. I contend—in fact, I insist—that it is wiser to hold on to our present organization and ditch the new idea."

He would have been right.

In another instance, there is a national campaign now appearing in national magazines in which an almost unbelievable situation has developed. In this particular company the advertising department is answerable only to the president and is not called upon even to consult with the sales department in the formulation of its plans. The commodity is in a highly competitive field. In addition to two or three score brands which are aggressively backed in restricted districts, eight are investing in national advertising in the fight for a place in the sun. Under such conditions the problem of gaining an

individual and distinctive advertising appeal is decidedly difficult but proportionately important.

In the effort to make the campaign in question distinctive and memorable, the advertising manager of the company unearthed an unique appeal. Around that appeal the whole campaign was built.

Now let us look into the tie-up between sales and advertising efforts.

The copy features a product which, in point of fact, is on sale in something under 20 per cent of the company's retail outlets. Even where it is in stock it is not being pushed—another of the company's products, for the same use but considerably different in character and hence not agreeing with the advertising, is being urged on the buyer. The advertised commodity, in fact, or so I am told, cannot because of fixed limitations, be produced in sufficient quantity ever to be substituted for that which is getting the sales emphasis. It is almost inconceivable that, under such circumstances, this copy could have escaped the sales manager's veto had he established his right to exercise that power. Yet that advertising is appearing and you would probably instantly recognize it if I even hinted at its distinctive character.

Aim at the Same Target

I might here add that the "underground wireless" of the advertising world even now has it reported that the inventive advertising manager is out of a job and that the advertising department, in the future, will be answerable to the vice-president in charge of sales. Nevertheless, thousands of dollars have already been spilled to print a message which the sales department could not logically support and utilize.

The two foregoing illustrations explain two of the reasons why I, were I a sales manager, would fight for the right of veto on the advertising message—first, so that I could see to it that the copy and the sales plan were both aimed at the same target and, second, so that I could be sure that my copy and my men were working together in their arguments and not shooting off at cross purposes on two different tangents.

And there would be a third and almost equally important reason for

my insistence on censorship of the copy-program.

I would far rather stand responsible for the year's sales results, if given a reasonably appealing campaign and a sales force enthusiastic about it, than with a stronger advertising campaign and a sales force lukewarm toward it or definitely out of sympathy with it.

I hold no brief for the average salesman as an accurate judge of advertising values or of advertising copy, yet the fact remains that he is the man who will (or will not) take the story of the campaign to jobbers and retailers. That story will be told convincingly, weakly or not at all, according to his own personal convictions in the matter. Under the influence of my own haranguing he may, perhaps, leave the advertising session of the sales convention in high enthusiasm, with no mental reservations as to the wisdom of the advertising program. Away by himself, however, he is going to inspect the advance proofs more critically and then—woe betide the results expected of his particular territory from the advertising should doubt creep into his mind.

Salesmen Must Believe in Copy

Few things will so successfully keep a salesman from exhibiting his company's advertising as a copy-slant with which he is not in sympathy. He will assume that his prospects are going to react to it unfavorably exactly as he does. The result is that he will simply "forget" his advertising samples, leaving them back at his room at the hotel in innocuous desuetude. (If you doubt the frequency of such disregard of orders, go out and watch a few-score salesmen in action. You'll find the ones who are consistently "talking advertising" at every opportunity are the ones who are actively enthusiastic about their company's actual "copy.")

Comparatively few salesmen can be advertising experts, fully conscious of all its ramified helpfulness to them. So long as the copy parallels their own presentation of the article advertised, they will usually be enthusiastic about it. If it differs from their own story, there is danger that, for the most part, they will use it in a half-hearted way. If it actually establishes

(Continued on page 1676)

Yanking Stars from the Competitor's Firmament

You Can't Steal Lustrous Planets from Another Fellow's Azure Blue and Then Turn Them Into Comets

By a Star-Gazing Sales Manager

THE Lick Observatory must be a disillusioning vantage point from the angle of any sales manager who contemplates building a new organization. The stars fancifully glitter in the celestial expanse, and now and again one will be brought near enough, through a high-powered telescope, to show how many sparks there are on its tail; but you can't pull them down and you can't climb across the intervening space for a brief vacation, say, in the lake country of Venus or the coastal ranges of some particularly illustrious member of the Dipper Family.

I once visited the Lick Observatory with a white-haired man who had spent practically all of his busy life organizing sales organizations and then fighting to keep them intact from the ravages of the "Star Stealer." What he did explained his silvery locks.

Successful Stars Aren't Variable

But a chance remark he dropped, while looking upward into constellations of elusive little dots and dashes of the heavenly fire code, has been remembered from that moment to this. With an expression of infinite grief, he said:

"I wish my salesmen were as safe. You can look at these stars but they are safe from the intrusion of the man-thieves. They stay put. Occasionally, of course, a comet grows nervous and takes a notion to travel a few hundred thousand, quadrillion miles, just for exercise and the inevitable star with the inevitable wanderlust shoots up the place—but then there are salesmen just like that and their regime is as spectacularly brief.

"There's nothing practical in a blaze of excited star dust, and it has been my experience that the man who does something too infernally bright is just reaching the point where his fire bricks up before

it goes out. I like the reasonably sure slow-burners. I think astronomy tells us that the very brightest and largest stars stay put. You never find 'em scooting about the sky. It is not written in the records that the evening star goes on periodical tears and I think I am safe in stating that Venus, nice girl that she is, does not break loose and blaze a new trail every other evening or so."

It was not until after years that we appreciated the sometimes subtle truth of all this. There are many diversified kinds of star salesmen, including the chap who does a rocket-dance performance and is nothing but ashes forever after. But a sales manager, astrologically speaking, must, of necessity, keep his eyes everlastingly on the business heavens. There is a criss-cross pattern of fire across the face of them caused by star salesmen changing positions. The canals of Mars are simple and uninvolved by comparison.

When these stars are not on the go, from one job to another, of their own free will and accord, they are being projected through space by shrewd, discerning and calculative sales managers who think no more of stealing a man from a competitor than Jesse James thought of robbing a mail coach.

Honor, Even Among Thieves

The old saying that everything is fair in love and war should be revamped to include direct reference to business, if modern procedure is any criterion. For my own part, I have no feverish quarrel to pick with the sales manager who says to himself: "They have a man over at the Doodab Company who's a marvel and I want him. I'm willing to pay him more money, give him a more generous commission, and never question his expense account

when he sets down ninety-six dollars and thirty-four cents, for shaves—for a month's trip. Human progress would stop and incentive to grow would become null and void, if everybody always and without question, stuck to the same pasture to the ends of time. Any forward movement must have competition insulating in it, and the very fact that there is competition in selling organizations makes for bigger and better salesmen.

However, there is a limit. Even Jesse James had a code of practice. If he found there was nothing valuable in a mail car or on the person of an express messenger, he did not shoot him dead. He merely wounded him and gave him a kick. But I have met sales managers who had no more compunction about stealing a salesman than the salesman had in leaving a lifelong job, merely because he was promised thirty dollars a week more, and free peanut tubes for his radio set.

Dazzling the Trade with Stars

There appear to be two reasons why star salesmen are lifted off their hooks and hung up somewhere else: first and foremost, the new firm with a new product and new records to make in new territory, and plenty of new money to play with, has its choice of literally manufacturing, virgin, a selling force, out of such material as it can find loitering around loose, or of quietly hand-picking salesmen from everybody else, assembling them at the home plant, just as so many standard parts are made to create a workmanlike power plant.

There are brave sales managers who conscientiously undertake the former method. They want to raise their babies from the cradle up. No orphan salesmen for them, pretty to look upon and with golden curls but with nothing definite in the matter of family pedigree. It's no fun to

spy a star salesman from afar, buy him in the open market, and after he is installed in your business residence, discover that he loves garlic for lunch and has eaten with his knife ever since square peas were invented.

To this type of executive there is much that seems abhorrent in unlocking the back door of a competitor's office some dark night and running off with Little Charlie Whoozis, who has been famous ever since he sold that two hundred thousand dollar order for hammocks in the very town that made the Ostermoor famous. Somebody must attend to raising the new crops of salesmen. Somebody must water a piece of good truck-garden soil, fertilize it with kind deeds and much mon', dig a series of trenches and then drop in all the way from fifty to one hundred embryo seedling salesmen, and wait for them to sprout.

By thus gardening and cultivating, a sales manager is very likely to reach market with an exclusive line of hot-house talent, faithful to the last and pedigreed through and through.

A Judicious Mixture

In my own personal experience, there are two sides to this idea. An entire organization, composed of comparatively green salesmen, is about as effective as trying to run the Empire State Express with a handful of men picked up at random in Central Park. You might get the engine going but you couldn't keep the train on the track.

I mix mine. For every three youngsters of indifferent experience I slip in a real star, a veteran, an old hand at the game and, preferably, one who has been drafted from exactly the same line of business. I raise a few of my own and steal a few, thus easing my conscience and doing a little business at the same time. The mere fact that a business is young and the sales organization new, does not imply that the board of directors will allow several years to go by without any sales. The very name "salesmen" suggests action to a governing board. And there is a strange prevailing opinion that the second after you christen a salesman he can step right out and run a thousand-dollar order to cover.

Now in the matter of building a sales organization of stars, pursued, wooed and won, legitimately or illegitimately, has an equal quota of risk. In India, twenty odd years ago, I saw them breaking in elephants in an immense stockade. It was nothing for a stampede to take place, and for a bunch of sturdy and excited bull elephants to tear up trees by the roots, lambast stockade supports and paw holes in the earth as deep as a skyscraper basement. And, as I look back on that episode, I, too, am reminded of my own adventures with an all-star selling organization.

Genius is genius, and when a salesman becomes absolutely luminous, he may not be altogether normal. The only executive I ever knew who could manage a troupe of performing salesmen-stars has been in two trades previous to this: a broncho-buster on a Texas ranch, and, from that, ringmaster for a dog and pony circus.

He simply out-geniused those boys. For all I know, he may now be playing Simon Legree in a Number 304 Uncle-Tom's-Cabin road show.

I had gone with a spurtively active house manufacturing a high-priced product, and it was necessary to shake together a selling organization at once. It couldn't wait for experiments, because a western house, larger than ours, was scheduled to complete a factory and compete with us before the year was out. Our only hope lay in laying a foundation of prestige quickly and stealing a business march. Certain valuable territory must be covered before many suns had set. If we did this, we could clean up.

Assembling a Constellation

The toddlers were out of the question. For one anxious, agonizing week, I slept in Pullmans and camped in the enemy's country. Wherever I could locate salesmen whose experience fell into the paths of our own proposition, I dug a quick trench, unleashed my siege guns and told the headwaiter at the Mansion House to serve a dinner for two that would cost more than the proprietor had the nerve to ask. My bootlegger was, in a sense, my top sergeant. When a man considers leaving his old place, he requires Dutch courage.

But the sum and substance of it was that I managed to scrape together a perfectly wonderful organization and all in a period of something less than two weeks. There were nine of those men, as seasoned as old hickory and as steeped in the traditions of our business as we who had seen the first green tendrils poke above the surface. They cost money but we had to have them. Offering a salesman an increase of wages or commissions and a long-term contract does much to validate "stealing" him from somebody else. It's done in every other line and nobody thinks anything about it.

All of us were of the opinion that an incredibly clever trick had been turned and that only success could follow in its wake. Starting from scratch, we had a selling force unequalled for efficiency and experience, in our line, in the country. It was such an organization as would ordinarily have taken the lifetime of a concern to get together. There was not a man in the bouquet of stars that had not been a leader in his previous position.

The Stars Begin Shooting

A celebration was held before they went their separate ways. That was my idea. I wanted to show those stars of ours that they had a celestial pool to swim about in and that they were as near heaven as they could reasonably expect to get.

That dinner was a riot!

At least it almost ended in one.

In a speech I made, I briefly outlined certain business policies. But as the salesmen were invited to have their say, it began to appear that each was his own chief and we were working for them. The cards had gotten badly mixed. I did not say anything but I did more thinking than was good for my head and my digestion.

The next morning, a particularly bright star shot into my office, surrounded by a large and brilliant blaze of conceit and self assurance. And he proceeded to tell me where he was going and what he intended to do and how it was to be done. It was not a suggestion, it was a plain statement of purpose.

"But I had thought of sending Burke out there," I explained.

(Continued on page 1680)

The Labels Sell These Products To Wary Buyers

The Tag or Label that Carries a Sales Message Prevents Many Shoppers from Walking Away Without Buying

By Charles Gilliland

TAGS? They will help sell anything. They should be on more products."

This was P. A. Cantalupo's answer to my question of what distinctive tags have to do with selling merchandise. Mr. Cantalupo is manager of Liggett's Fifty-ninth Street store in New York City and speaks from an experience in selling everything from cold drinks to cold cream.

"People like to know a lot about what they are buying, and they will believe the printed word quicker than the word of a salesman," he told me. "I think tags should be on everything, including tobacco and candy."

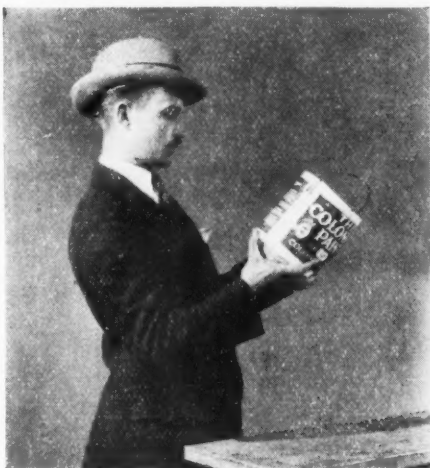
"But isn't national advertising enough to convince people through print that certain products are the best?" I asked.

Prospects Need Reminder

"No. Because it doesn't go far enough." Mr. Cantalupo pointed to customers moving in and out of his store. "Probably most of those people read one magazine a month in which they see national advertising. But they come into a store like this several times a month, and what they actually see on the counters impresses them much more than vague recollections of magazine pictures. An article on a counter attracts real attention, and the tag on this article is the factor that clinches more sales than many manufacturers realize.

"Let me illustrate from my own experience. I saw an electric trousers press demonstrated in a window. The apparatus was made of two felt-lined covers. The demonstrator moistened the felt, put the trousers between the covers, and turned on the electricity. The first question in my mind was whether the trousers could be burned. The salesman told me they could not. Then he started to tell a lot of other

things. But I wasn't convinced. I picked up a little folder that went with the machine, and I saw in print that the electricity cut off at a



The sales message on Colonial Paint labels clinches the buyer's decision

safety point. I believed what I read. The tag sold the article.

"In my store here, exactly the same thing happens every day. Take just a simple article like Gainsborough powder puffs, under each of which is a label that tells what it

is made of. The fact that the customer can get her information about these puffs without the trouble of asking a clerk makes many sales for them. Westclox, the Baby Ben especially, are made distinctive by a six-sided, orange bordered buff tag which drops from the clocks, attracts attention, tells about the article and gives its price. It is its own salesman and, without a doubt, its best. Hyglo liquid nail polish will lie for months in a drawer with only occasional requests for it. On the counter it sells itself and creates a big demand, because its label tells in three words what it is—instantaneous, waterproof, lasting.

"Here is one of the best things in tags I've seen."

On a Simplex Electric Heating Pad is a small four-page tag that immediately draws the eye. A border of small red and white checks surrounds a large white square in which stands a well-drawn picture of a man with a pencil behind his ear and a contagious smile.

"I am a salesman," the tag announces. "Let me help you. This



"We found that our customers chose Cresca fruits because of the label"

is a Simplex Electric Heating Pad. It replaces the inconvenient and expensive hot water bottle. It is indispensable in sickness or whenever heat gives relief from pain."

Inside, the tag continues its selling story in simple, convincing language, and on the back is a guarantee for two years against defect.

"When people start reading the tag on an article, the salesman has learned to stop talking," Mr. Cantalupo resumed. "From then on the tag is the determining factor in the sale.

"In a drug store, tags and labels sell much of the merchandise, and I think even such things as candy should carry tags telling they are warm-dipped, cold-dipped or any other feature. In fact, I would put them on almost every product."

So much for that field.

"Do labels have any effect on paint sales?" I asked a Flushing, Long Island, retail hardware man.

"Well, I should say so! About fifty per cent of my paint sales are swung by the label on the cans," I. Samuels told me. "As a matter of fact, the Colonial Works of Brooklyn, Boston and Chicago, changed their labels because dealers like myself found that what people read on the cans determines largely what they buy.

"The old Colonial label for years carried the regular trade name and number of the paint on the front of their label. The rest was cluttered with testimonials of dealers in states from Maine to Pennsylvania. But nowhere on the label was anything said about what was in the paint, and that is the very first thing a man wants to know when he buys. When he asks us, we tell him—if we know. But sometimes we don't know exactly and, because the customer has no way of finding out unless he writes to the company, we lose the sale.

"At the present time the new Colonial label tells the customer what he wants to know. One side asks the questions, 'What is the composition of Colonial Paint?' and 'How is Colonial Paint successfully applied?' The opposite side asks the question, 'What are the conditions to be avoided in application?' And under the questions are the answers, concise and complete. The customer not only learns all about what he is buying but he finds out also how best to use it.

"You have no idea what a great difference in sales this change in labels makes for the retailer like myself. In a town like Flushing, exclusive agencies handle many of the best nationally advertised

brands. I'm not such an agency, and when my customers ask for such a brand I have to say I don't carry it. Now here's the point. If I recommend another brand and my recommendation is backed up by the label that goes with the paint, there are few customers who won't accept it. But there are lots who wouldn't accept it on just my say so." Here was another merchant who felt very positive on the question.

Then I remembered an expert on the tag question, Dr. Frederic A. Lucas, who has been writing tags and labels for fifty years. Last year a million and a half people read his labels, which advertised dinosaurs and other strange exhibits in the American Museum of Natural History.

Color is Attention Magnet

"There are two big things to bear in mind about tags," he told me. "First, no one will read a label unless the exhibit itself seizes his interest. Second, everyone who becomes interested will read the label. People like to read about what they are interested in. They like to learn all they can about it."

That sounded logical, and it was really what these others had been saying. It was evident that the Colonial paint label and the Simplex Heating Pad tag had been based on this sound understanding of human nature. But the Simplex tag does a double duty. Besides telling the customer about the pad, it helps attract his attention to the article because of a colorful appeal. The Westclox buff and orange tag does the same thing.

"What of grocery products?" I asked M. Flatow, who handles high grade delicatessen commodities at 748 Lexington Avenue, New York City. "Do colored tags and labels affect their sale?"

"The best way to answer that," Mr. Flatow responded, "is to give you an example. For years we carried several lines of figs and dates, but sold practically only one. If we placed four jars of stuffed figs or dates on a counter and let the customer pick, he would take Cresca. We found that it was mostly because of the attractive label. The figs, of course, were good and the package was good, but people decided to buy because of the label.

(Continued on page 1684)



In a drug store tags and labels are constantly inviting the buyer's attention

Steady Advertising and Selling Breaks Summer Slump for Whitman

Experience of Stephen F. Whitman & Son Shatters Old Tradition That Chocolate Candy Couldn't Be Sold During Summer Time

By Roy W. Johnson

WHEN it comes to plans for overcoming the "summer slump" in business, a good many concerns are in the position of the man of classical antiquity who owned the leaky roof. When it rained he couldn't fix it, and while the sun shone it didn't need fixing anyway. Being a strictly logical individual, he accepted the situation as merely the normal and inevitable result of building a house in a moist climate; and the manufacturer confronted by a falling-off of business in the summer too frequently adopts the same attitude. Business is bound to be poor in June, July and August, because it always has been, and what is the use of worrying about it while the sun shines?

Perhaps there are lines of business in which a summer slump actually is inevitable. I wouldn't go so far as to say that there are none. But in instance after instance business concerns have discovered that their earnest and sincere belief in the necessity of this phenomenon was merely a superstition after all.

Victims of Superstition

A number of industries have awakened to the fact that it was mainly their own acceptance of the condition that kept people from buying their goods in the summer time. They discontinue or cut down their advertising in the summer months, and either relax their sales efforts or put on a more or less half-hearted campaign to offset as much of the damage as possible. Such practices, of course, merely serve to perpetuate the evil, and dull summer months continue to be a reality until somebody goes to the root of the matter and demonstrates what can be done by a whole-hearted effort consistently carried out.

An outstanding example of that sort is the success of Stephen F. Whitman & Son, Inc., Philadelphia, in disposing of the widely accepted

superstition in the confectionery trade that chocolates were not salable in hot weather. Not only has the Whitman concern abolished the "normal and inevitable," but it has arrived at the point where the gross sales steadily increase month by month, throughout the summer. Over a period of several years, June is consistently ahead of May in sales volume, July is ahead of June, and August shows a substantial increase over July. That is what happens today, with consistent regularity.

Battering Down Tradition

Yet a dozen years ago, the figures show that a summer slump was a very painful and conspicuous reality. L. W. Wheelock, advertising manager of the company, told me that in those days the factory practically suspended operations, and the foremen sat around on packing cases swapping yarns and waiting for quitting time. The change has been brought about by getting down to the roots of the problem, studying the real causes, and applying direct remedies; not by waiting until around the first of June and trying to spur the salesmen into an attack on a forlorn hope. The same methods may be adapted to other lines of business, and are worth some detailed examination.

To get the proper perspective it must be realized that this has been accomplished in the face of a widespread and genuine conviction among the trade that a dull summer season was inevitable. That belief, as a matter of fact, persists very generally today. I have before me, for example, a broadside sent out within the past few weeks by the National Confectioners' Association, in which it is announced that Saturday, October 11, 1924, will be "Candy Day." "The Fall Opening of the Candy Industry," says the opening paragraph of the text, "a

day when retailers all over the country will clean up their show-cases, put in a line of fresh candies, make window and store displays, advertise and start their fall business. Salesmen should be told to let retailers and jobbers know what Candy Day is, and retailers should be furnished with the advertising we supply to announce their Fall Opening."

That may be taken as a fairly accurate estimate of the general sentiment in the confectionery trade, and the suggestion that retailers get their show-cases cleaned up by October 11 is significant of the strength of the belief in summer dullness. Ten years or so ago, when the Whitman organization first tackled the problem of overcoming the summer slump, that belief was a good deal stronger than it is now. It is evident, therefore, that the company's undertaking was no holiday excursion, and its success in wiping out the summer slump entirely is all the more striking. It is evident also that something more was required than a temporary whirlwind of a selling campaign cooked up on the spur of the moment when sales began to fall off.

Meeting Summer Problems

As a matter of fact, the company's efforts were preceded by a careful analysis of the real reasons why candy—particularly chocolate candy—was not so readily salable in the summer time. The main reason, and the obvious reason of course, was the rapid deterioration of the product in hot weather. Excessive heat spoils the appearance of chocolates, even though it may not actually injure the quality. That, however, was mainly a problem of turnover. If the dealer could sell his stock fast enough, it would not deteriorate. Buying in small quantities direct from the manufacturer's branch, and replenishing his stock

every week or so would take care of that difficulty, and the company was organized to give service on that basis.

Reason number two: the public was not in the habit of buying chocolates in the summer time, and there was "no demand." Why was there no demand? Well, in the first place because of the condition already mentioned, and in the second place because nobody was asking them to buy. The stocks on display were likely to be exceedingly unattractive, and nobody could afford to advertise candy during a season that was bound to be dull anyway. It was evident, however, that though the public was not in the habit of eating chocolates in summer, that was no indication that they had lost the taste for chocolate, and the first step in building up a summer demand was to advertise the product in summer, and provide accessible stocks of the product in perfect condition.

Converting the Dealer

At this point, of course, the mental attitude of the trade loomed up as a serious obstacle. The cooperation of the dealer was essential to the success of the plan, but the dealer was a firm believer in the nothing-doing-in-hot-weather theory. A page advertisement in the July magazines might make the consumer's mouth water for chocolate almonds or maraschino cherries, but it would be wasted unless the dealer could be persuaded to keep his stock fresh. And that meant a total change in his attitude toward summer business.

Preaching to dealers, and arguing with them, meant a long and slow and expensive process. Trying to convince a dealer that he ought to buy chocolates every week in summer, when he "knew" nobody would buy them, didn't look like a promising experiment. As a matter of fact, it looked hopeless. And right there is where a good many concerns, in other lines as well as this one, throw up their hands and exclaim "What's the use?" The mental attitude of the trade is oftentimes the big obstacle, and unless a concern can afford to put over the idea by the sheer force of national, consumer advertising, it looks easier and cheaper to follow the line of least resistance, discontinue or cut down the advertising in the dull

season, and play the game the dealer's way.

The Whitman Company, however, did neither. They analyzed the situation a little farther, and staged a selling campaign that was in effect a visible demonstration to the dealer that chocolates could be sold in the summer time, that the public would buy them if they had the opportunity, and that he was simply losing the opportunity for profit by neglecting this end of his business. Beginning in the early winter, the company got into touch with the proprietors of a selected list of summer hotels and pleasure resorts, and sold them the proposition of supplying Whitman's Chocolates to their guests during the coming season.

The success of the plan was substantial, and represented in itself something considerable in the way of summer sales. More important, however, since it was strictly a summer-time proposition, it afforded a demonstration of salability that the dealer could hardly overlook. If these hotels could sell thousands of pounds of chocolates right through the summer, by maintaining fresh stocks in small quantities, and attractive display features, why wasn't he doing the same thing? If the dealer would get in line on this proposition, the company would continue its consumer advertising schedule straight through the summer, instead of dropping out for three months, as was the general practice in the industry, and make the candy department a year 'round proposition.

Slump is Exterminated

Enough dealers lined up the first year to put a sizeable crimp in the summer depression, and within a year or two the slump had vanished entirely. The year is divided into thirteen periods instead of the twelve calendar months, and I was shown the detailed sales figures covering the past five years. As already stated, there is not only no summer slump, but there is a consistent increase shown through the hot weather. When I talked with Mr. Wheelock the "Fall Opening Day of the Candy Industry" was still several weeks in the future, yet the company already had on its books a large proportion of the orders for the Christmas holiday season.

Whitman candy is sold direct through a selected list of stores, mostly drug stores, with a small number of the higher grade confectionery stores. Since this practically amounts to an exclusive agency proposition, the company's problem of getting cooperation was considerably simplified. The big point is, however, that the summer slump problem was approached seriously, and courageously, with the object of curing it rather than simply trying to minimize it. The subject is timely right now, because now is none too soon to consider plans for next summer. One of the big features of the Whitman policy is the consistent, year around advertising of its products to the consumer, with special seasonal copy in the summer time. That is a factor that is perhaps worth some serious consideration as the time approaches for making out advertising schedules for 1925.

Industrial Advertisers to Meet at Chicago

The annual convention of the National Industrial Advertisers' Association will meet in Chicago, at the Edgewater Beach Hotel, October 13 and 14. An elaborate program including many speakers of national prominence has been planned for the two-day sessions.

This is the first year the National Industrial Advertisers Association has held a convention separate from the annual meeting of the Associated Advertising Clubs of the World of which it is a department. The theme of the meeting is to be "Reducing the Cost to Sell from Industry to Industry."

Among the speakers and their topics are: "What Manufacturers Can Do Through United Effort to Secure Better Industrial Advertising," by P. L. Thomson, Western Electric Company; "Relations of Advertising and Sales Departments," by Julius S. Holl, Link Belt Company; "Building Millions in Industrial Sales by Advertising," by R. C. Beadle, Combustion Engineering Corporation; "Business Papers and What They Can Do for the Advertiser," by J. R. Hopkins, Chicago Belting Company.

The Britigan Method of Keeping a Sales Force On Its Toes

By William H. Britigan

IN the ten years during which the William H. Britigan Organization has sold seventy-eight Chicago subdivisions valued at \$25,000,000, we have tested out nearly every known plan for holding the sales force together and stimulating its efforts. And at the end of ten years, after dealing with many thousands of experienced and inexperienced salesmen, my opinion is that the two fundamental ways of making a sales force produce to the best of its ability may be summed up as follows:

Provide the men at frequent intervals with carefully prepared instructions and selling ideas about their product, and give them cash bonuses to spur their efforts beyond what their energies would ordinarily produce.

Meetings are Hub of Plan

If I had only five salesmen instead of the 150 who are now drawing commissions and bonuses from the Britigan organization, I would still hold to the regular Tuesday night meetings which have been a feature of our organization since it was founded in 1914. We have tried picnics, theater parties, excursions, prizes, free trips, presents, dances, and in fact, every scheme we could learn of, but the weekly educational and inspirational meeting remains the backbone of our sales force. To it I credit the fact that our organization has been able to sell \$25,000,000 worth of Chicago realty with a crew which has been built up out of absolutely green and inexperienced men, who, in the most cases, had never even tried to interest another person in any sort of proposition before they came with us.

Any visitor who dropped into the Britigan offices on Tuesday night would find close to 150 alert men chatting, smoking and reminiscing fraternally. It might look more like a social than a sales force meeting, but the newcomer would note a

sudden change when 8:15 drew around. That is the hour when the meeting starts, and nothing short of a catastrophe of nature would be allowed to interfere with the commencing.

At this hour I begin a sales talk upon which I have been working at odd moments ever since my last talk was finished on the previous Tuesday evening. I may use the term "sales talk" in its literal sense, for the whole purpose of these weekly meetings is to sell the sales force more firmly than ever, either upon the properties they may be handling at the time or upon something we are about to open up. And my whole energy from 8:15 to 9:30 is devoted to pouring facts and methods into the ears of the assembled salesmen.

I know from experience that they cannot sell our lots unless they personally are sold on them. I know from experience that salesmen are prone to get "talked out" on a proposition and to be in need of fresh information constantly. And I know from experience that it would not be reasonable to expect that every man in our organization would agree with the management all the time as to policies and methods. That is why we have to sell them just as we would sell a prospect, and that is also why we have to do it repeatedly just as a prospect must be called on time after time.

Men Must Be Sold Themselves

Now it must not be imagined that when I describe myself as the principal speaker at these meetings, it is done from any desire to occupy the limelight. Many times I have tried to delegate the work to others, and have hired professional "ginger talkers" to address our men. Such attempts have always failed in the end. I have reached the opinion that the logical man to put energy into a sales force is the man who leads it.



Mr. Britigan in action

The outsider cannot get the intimate grasp of the problems to be met, which is necessary to command the confidence and respect of the men who must be counted on to do the selling.

Experience has shown me that meetings of this sort should be about 50 per cent education on the goods to be sold, and 50 per cent inspiration and "pep." The inspiration, of course, should come last, for that is the logical place for a suggestion and word painting in any sales talk.

To my mind the weekly meeting is the only method for the threshing out of these problems which arise periodically to plague the sales manager. I have tried to do it wholly by bulletins, and have not succeeded. I have used printed material of all sorts for this purpose, but nothing has been so effective as the Tuesday night gathering fifty-two times a year.

Let us suppose that the sales manager has instructed his men to do something which is a little hard, but which for matters of house policy is most necessary. He might give himself writer's cramp issuing bulletins and turning out personal letters. He could never make his explanations on the heart-to-heart

basis, and get it home so thoroughly as he could in even half an hour's talk in front of a blackboard.

Suppose a little trouble has cropped up within the force itself, as sometimes happens in the best organizations. Without mentioning names, the leader can straighten the matter out and show the disaffected ones the right way with results which could never be attained by any other method.

One of the most striking instances of how this selling the sales force can be made to produce results is seen in a small subdivision which we opened on the northwest side some time ago. I had bought the property when it was covered with snow. When this melted off the tin cans, sign boards, brush, etc., which adorned it stood forth in no pleasant relief. Some of our men who looked at it were so dubious that they thought they would never be able to sell it with the hardest of work.

Selling the Salesmen

But we immediately put a crew of laborers on it, removed the junk, tore down the signs, trimmed the trees and rooted up the bushes. When this had been accomplished I took the department managers and the sales managers out for another look with the idea that they would come back and enthuse their subordinate salesmen, now that the stakes were in.

Although there was nothing really new to tell the men that they did not know before, and although the property had been changed only in superficial appearance, a second look at it, together with a brief talk by myself upon its possibilities, changed their viewpoint completely.

The subdivision was formally opened for sales, and within eight hours from the opening every lot was sold by the sales managers and head salesmen themselves. First they had despaired of moving any of it. Then, with their attitude changed by a little selling tactics, they pitched in and sold the whole thing without calling in their subordinates at all.

Lastly, I am one of those who believe that the successful business must be but the lengthened shadow of a man—especially when that business is so thoroughly dependent upon the strenuous efforts of salesmen as is a real estate enterprise.

The William H. Britigan organization started out small, and has grown to be a large concern because I was able to teach my own selling methods to others. This I consider to be most desirable for every sales manager, and it is hardly to be accomplished except through periodic meetings. First, the principles must be taught thoroughly. Then they must be reviewed from time to time in order that they may not be forgotten.

Experience has shown that it is a mistake to try to cover too many subjects at one meeting. The best possible topic for discussion at any time is that problem or obstacle which happens to be uppermost with the organization at the moment. Just before this article was written, some of our salesmen took a notion that they could sell property on Chicago's north side more easily than they could dispose of the south side lots we had for sale. Possibly they could do so. We have some good north side holdings, which are not yet on the market. But it would be poor sales policy to offer them to the public while we still had some south side property which was not yet "cleaned up."

In order that our men might get a thorough understanding of just why we were concentrating on our remaining south side property, this whole matter was made the topic of a Tuesday night meeting. And when it was over I believe they were as completely sold on the wisdom of making a thorough finish of what we had started as was the management. Had the matter not been handled frankly on a man-to-man basis there would have been plenty of opportunity for misunderstandings that might have resulted in serious dissatisfaction.

Offer Cash Bonuses

If there is no problem before the organization which demands settlement, as in the above, the meeting can well be devoted to discussing some phase of selling—how best to handle the grouch, how to deal with the prospect's friend who is continually interrupting the sales talk, and similar matters. Of course all this should be tied up as closely as possible with the goods handled. We link such features with real estate, and often invite experienced members of our force to cite instances

in which they have met such emergencies and come out victorious, presenting in detail, of course, the fundamental principles employed, and not merely the outward manifestations of them.

We have in years past offered a great many kinds of bonuses. So far as the salesmen are concerned we have discontinued all except cash. This has been found the best puller of any. They appreciate gifts like jewelry, trips, etc., but nothing seems to make them add the extra effort like hard money. By way of injecting a little variety we sometimes add an element of chance. In addition to giving bonuses to the twelve high men, say, we offer an additional bonus and let every producer in the contest draw for it. On several occasions a Ford car has been offered as this special bonus in this way with excellent results. In addition to the special contest offerings, there are yearly bonuses given to the three high men of the organization. And the manager of the department making the best total record for the twelve months is given a large silver loving cup.

How We Train New Men

In order to inculcate our principles thoroughly in new members of the organization each of them is put in charge of a department manager or sales manager when he first comes with us. The new man is taken out to call on prospects and learn in a general way what the selling process is like. He is encouraged to do preliminary work upon prospects of his own, the closing being in most cases attended to by his superiors.

But this sort of training is usually not enough. To make it the more thorough we hold semi-annual sales courses in which are embodied the boiled down principles of all that my associates and I have learned about real estate selling in the years which we have spent at it. These periods of instruction cover six weeks, and when the salesman has finished he has a splendid knowledge of the theory of selling. Combining it with the practical experience he gets while working for us usually makes him a thoroughly competent vendor of real estate.

One of our very best department managers, who inspires the men under him to vast efforts in moving

(Continued on page 1686)

The News Slant in Sales Letters

A Section From the American Rolling Mills Company's Book, "Making Letters Talk Business"

By Sherman Perry

THERE'S a splendid opportunity to liven up letters by using items of news value. News gives your letter an atmosphere of up-to-dateness that makes your message sparkle with interest. The town crier was an important official in his day; nobody had a more eager audience. Today, we anxiously await the arrival of the newsboy.

But what is news? Let Lord Northcliffe, the world-famous publisher, tell you: "We newspaper men put it this way: A dog biting a man is not news—that happens every day. But a man biting a dog would be news." The reporter generally states it in this way: "The real test of news is whether the thing is really new. News must be new, current, timely."

Frequently an item of news can be effectively dramatized. By no means overlook this point. Thus a certain watch manufacturer plays up the fact that one of the last things that Commander Peary did before setting out for the North Pole was to purchase a particular make of watch.

Makes Letters News Stories

The firearm manufacturer cashed in on the fact that Colonel Roosevelt carried a certain rifle when he plunged into the African jungle to hunt big game.

Does this have a newsy atmosphere?

Right in your own neighborhood only two miles from your place, your neighbor, Henry Adams, is putting in two Armco Ingot Iron culverts.

Mr. Adams decided to use metal culverts after he had thoroughly investigated other kinds. And he chose Armco Ingot Iron because he is convinced that it will give him the longest service. It was a case of service against price. Mr. Adams cast his lot with service.

You might drive over and see what he is doing. See how he is curing a bad case of drainage.

When Richard Sears began his mail order business, he laid down a rule for every letter writer and

every writer of copy. And he insisted that his rule be followed to the very letter. So determined was he that it is said Sears broke the heart of more than one scribbler.

What was it? Simply and bluntly, he told them to put "a hook in every line." His business grew within a few years, from the most humble beginning to the staggering amount of \$285,000,000 in a single year.

Sears-Roebuck letters get across because they contain imaginative and compelling words—words that sing their way into the reader's pocketbook.

The Spark of Interest

Here are two letters. The first one is ineffective, because it is unattractive and uninteresting; it is monotonous; it does not grip the imagination by presenting a vivid picture; it fails to arouse a desire. Worse still, the tone is far too pleading.

Once more we appeal to you to use our material. You certainly cannot have read our previous letters without becoming interested in our product.

We want you to use our material. Years have been spent in perfecting it, and you will never want any other, once you have tried ours.

Contrast that with this:

Over at Springfield, Ohio, the Armstrong Manufacturing Company has been making tubs and pails for several years. They were making them from galvanized steel but they changed to Armco Ingot Iron.

Why? Let Mr. Armstrong tell you in his own words:

"We now use Armco Ingot Iron Galvanized Sheets after giving them a thorough test to determine the workability and welding qualities of the metal. It forms easily and the coating does not peel. Our loss, caused by poor working qualities of steel, has decreased 10 per cent since we changed to Armco Ingot Iron galvanized sheets. In addition, our tubs and pails find a more ready market, because Armco Ingot Iron is so well and favorably known."

Some letter writers make the mistake of thinking that the likes and dislikes of the reader are the same as their own. Others succeed in placing themselves in the position of their readers. It is the

second class whose letters carry a hook in every line.

In the business field, perhaps as nowhere else, friendly recognition is appreciated. Many times we write this friendly attitude into our letters in such a way that the reader feels: "That's the firm I like to do business with."

And business is no different from the ordinary individual, because business is conducted by these self-same individuals—just people.

Here's a case in point: A dealer had gone to considerable trouble to fix up his window to show Armco products—all on his own initiative. So far, he knew of our organization only in a business way. To him it was big and powerful, just like any other big organization. Perhaps it was like the one he used to do business with but quit, because, as he said, "They have ice water in their veins." But anyway, he was giving it a go.

Keeping the Dealer Sold

Can you imagine how he felt when an Armco representative, who happened to be in town, saw the display and complimented the dealer on his progressive spirit? Then, after leaving the store, the representative jotted down a few notes and dropped them into the mail.

Two or three days later the dealer got a letter from The American Rolling Mills Company. Now, how did this dealer feel when he read it?

It is indeed a pleasure to learn through Mr. Andrews that you are making a splendid display of Armco products in the front of your store during Armco Products Week. We certainly appreciate, Mr. Billings, this splendid cooperation on your part. Then, too, it is a fact that lots of sales were made by suggestion. This is especially true of Armco products, because they are nationally advertised. You will be surprised at the number of persons you undoubtedly will bring into your store as a result of this prominent display.

We hope that your volume of business is growing and we assure you that our aim is always to help our customers in any way possible. Don't hesitate to let us know how we can help you.

Why I Prefer the Small Organization

By a Man Who Works in a Large One

WHEN I left a small concern—that is, small as American businesses are organized today—I thought that many of my troubles were over. But I soon found that they had just begun. At least I was confronted with an entirely new set of troubles.

My first complaint against the big organization is its lack of mobility. It moves too slowly. For instance: several weeks after I started in I wanted to inaugurate a system of paying bonuses on certain items which were extremely profitable, but which were not selling as I thought they should.

I figured out a plan for paying these bonuses and submitted it to the treasurer. He said he would give me an answer in a day or so. A week later the cashier came in to tell me that he opposed the plan because it would "gum up" the system in the accounting department. The idea that it would increase sales never occurred to him. I went back to the treasurer. He said he would agree to the plan provided the vice president would approve of it. It was a matter of policy, he said, and he had no authority over policy. Furthermore, it would establish a precedent which might turn out to be dangerous.

The Conference Habit

Then I went to the vice president. I should say one of the vice presidents. The vice president objected to the plan on the grounds that my department had no right to pay bonuses to salesmen unless the other two departments were permitted to do so. He was afraid that the other sales managers would object, or at least demand bonuses for their men.

Finally it was agreed to call a meeting of the treasurer, two other sales managers, the cashier, the vice president and myself. We spent half a day in the most futile debate I have ever witnessed. Apparently each man entered that meeting with the idea in mind that his salary depended on his ability to think of objections for not making

any changes in the established order of procedure. We came to no decision whatever, but every imaginable objection was advanced. A week later the plan was finally laid before the president of the company who quickly saw its merits and authorized its adoption. All in all it required a month to get action. And during that time the busiest selling season on this particular item had passed. Half of the effectiveness of the plan was killed while a bunch of red-tape twisters pawed it over.

It seemed as if every question that came up had to be threshed out in this same manner. Everyone had a nice title, neatly lettered over his office door, yet no one seemed to have any real authority. I put through a requisition for a map and tack cabinet. The purchasing agent held up my order to get bids on map and tack cabinets when there was only one system on earth that I wanted or would use.

The Endless Rep Tape

After he had interviewed half a dozen salesmen who tried to sell him all sorts of substitutes, he discovered that I had no authority to approve the bill when it came in, and he had no authority to buy it. I must get the requisition approved by the general manager. He passed the buck; said the policy at that time was to hold up all purchases of unnecessary equipment. Six months later I spoke of the matter to the vice president and he approved of the contemplated purchase and I had my cabinet in three days.

This organization never seemed able to decide which department to send mail to. Somebody was always tampering with matters that concerned my department and my salesmen. Important orders were handled in a perfunctory matter-of-fact manner by subordinates who should never have touched them. I am no stickler for detail. I despise it, but when one of my men is able to bring back an old customer on the promise of double-quick service, I'll gladly follow the order through the plant and see that it is shipped,

when, as, and how promised. But I couldn't do it because there were too many order clerks, entry clerks, shipping inspectors, packers, and checkers to object to my "butting in," as they termed it. And it seemed that there was no central authority whose word was law all the way down the line. Hence no order could be given special attention.

Inter-Department Cooperation

We had our own private printing department. It was always months behind working for some other department every time I wanted something. It was a case of establishing a "stand in" with the manager of that department if you wanted any promotion material out on time. I soon found the secret of getting work in this department and I soon had a "stand in" that enabled me to have the other fellow's work sidetracked. I know that isn't the way a business should be run. Lacks esprit de corps. But what is esprit de corps when your job is at stake?

I soon found that the way to get things done was to develop a knack of getting special favors from different department heads. The man who was the best mixer was the man who got the most cooperation. There was always some one who suffered it seemed. My conscience was always hurting me, or else I was mad, because I listened to some alibi and permitted someone to get ahead of me.

I wanted to change the packing of some of our products. The shipping department refused pointblank to consider my suggestions. If I went over their heads I would make them enemies forever. I needed their cooperation so I let the matter stand.

The general correspondence department handled all inquiries. I should say manhandled them. When I talked with the advertising manager he agreed with me that something ought to be done about it, but it wouldn't be good policy to suggest any changes. Besides, if

(Continued on page 1692)

Why I Prefer the Large Organization

By a Man Who Works in a Small One

MAYBE I am developing one of those much talked about split personalities, for I'll confess that I have contemplated murder. And if I ever do slay one of my fellow men it will be one of those delightfully unimaginative executives who blithely say, "Oh, that is all right for a big concern, but you can't do those things here—we're too small."

I left a nice soft berth, good salary, a sure pay check, and a possible old-age pension when I turned my back on the biggest concern in its line and cast my lot with what I thought was an up-and-coming young organization that was making itself felt in our industry.

"We're Only a Small Concern"

It had grown so fast that practically everyone but the president and two or three of the minor workers had been with the concern less than five years.

The first thing I started in to do was to write a sales manual. I laid out the plans for a real book. Embossed leather cover, illustrated with real photographs tipped in on every other page. When I had it half done I slipped in to show it to the president.

"Can't we buy those covers from a stationery store? Seems to me as if my oldest daughter has a cover for one of her note books she uses at school that would be just the thing. And I think we ought to have this thing run off on our mimeograph. You know we really haven't enough men to warrant printing this job. And can't you get along without those photographs? You know we are only a small concern."

That was the first time I heard those fatal words, "You know we are just a small concern." I wake up at night with those words ringing in my ears. I dream of hearing St. Peter turn down specifications for re-gilding the shiny gates of heaven on the grounds that "we really haven't enough people up here to warrant all that expense."

In my old job whenever I wanted to get out a general letter to the

trade I just sat down and wrote the letter, turned it over to the head of our correspondence or multigraph department and forgot about it until the orders began to come in. We had some system in that place!

We are forever buying second-hand machinery and equipment. Only last week I heard the purchasing agent telling the boss that he was going downtown to hunt up a few second-hand suction fans to put in our enameling department. Chances are he will buy some junk that will not work half the time. And then he will cheerfully say that the concern isn't large enough to buy new equipment.

I wanted to hold a sales convention. I don't know half my men, and not more than a third of them have ever seen our business, and we have a sizeable little plant even if we are "only a small concern." I wanted to get all the men in and give them a thorough drilling in the policies of the house, our sales promotion program, and to "sell" our next year's advertising campaign to them.

No Room to Work

When I laid my plans before the boss he said, "Now the only way to hold a sales convention is to do it right. Have a big affair. Big banquet, put on a real show, stage a few playlets—you know what I mean, something on the order of the National Cash Register Company. But we can't afford a convention like that. It is all right for those big concerns, but we are too small. Better wait a couple of years."

The two years have passed and we are still waiting.

Our records are in a miserable shape. Unless I personally go over the books I have no way of telling how much sales are increasing by territories. If I want to know how the percentage of mail order sales compares with direct sales I have to do without the services of my stenographer while she pores over the books and digs out the facts for me. Cost clerks? We have none. How can I know whether we are making

money or not? Production manager? We have a sort of general all-round, handy man who acts as superintendent of the factory, but to save his life he couldn't give you an accurate estimate of the time required for delivery on a really big order. I am afraid to go after the big contracts because we haven't the system needed to handle it. We would fall down somewhere.

Our salesmen receive nothing but typewritten letters. I wanted to get out a house organ which could be used both as a stimulator for our salesmen and a good-will builder among the trade. I didn't have time to get it out myself. The advertising manager is swamped with work because he compiles the catalog and handles correspondence on the side. He couldn't do the work. Neither of us has an assistant who could do the work. We will have to go without a house organ. "We really are such a small concern it wouldn't pay."

Every man in the place is his own assistant. Only one or two men have secretaries. The others have to match heads and tails among themselves to see who gets the first stenographer who catches up with her dictation. I personally have to answer all minor inquiries, approve of all orders, and pass them for credit, taking up the doubtful ones with the president himself. Can you imagine the president of a concern acting as his own credit manager? The man who bears the title of credit manager never does anything but send out form letters asking for money. His real job consists of figuring up the time slips of the workmen. He has to do this because the treasurer has only one assistant and she hasn't time to do it.

Immersed in Details

I would like to make an occasional trip over the territory with some of my men. But if I do, mail will go unanswered, orders will be delayed, and there will be nobody at the home office who knows enough about prices to wait on the occasional buyer who drops in. Which reminds me: I asked for a

(Continued on page 1692)

He Set Aside Many Traditions in Marketing Shoes

Death of W. L. Douglas Removes One of the Strongest Characters in American Business

I THINK it is safe to say that there never has been an advertised personality any better known than that of William D. Douglas, the Brocton shoe manufacturer who passed away the other day at the age of seventy-nine, and no advertising has ever been more savagely and remorselessly criticized. The advertising fraternity was practically unanimous in applying opprobrious epithets to the Douglas copy. It was "ugly," "antiquated," "unattractive," and so following down the line of uncomplimentary adjectives.

Hardly a month went by that the company did not receive a solicitation from some advertising agency or advertising specialist on the basis of improving the copy; the assumption generally being that the company "didn't know any better." Mr. Douglas, however, did know exactly what he was doing. The Douglas copy was literally, and almost exclusively, his own creation. He specified exactly what he wanted, and knew exactly why he wanted it. Three years ago, when I had the good fortune to interview him at some length on his merchandising policies, he had a pocket full of advance proofs which he was carrying about with him for careful consideration.

Followed Ideas Through

And that, I think, affords the keynote of the extraordinary success of his business. He based his policies upon conclusions that he had determined to be sound, and no amount of argument or criticism could tempt him to modify them. He was often accused of moss-backed conservatism, but it was a conservatism that he had demonstrated to be sound in principle, and successful in practice. Business men who are inclined to waver when confronted by outside criticism of settled policy may perhaps find the Douglas example stimulating.

As a matter of fact, so far from being steeped in moss-backed

conservatism, Mr. Douglas was a merchandising pioneer, and many of his critics were themselves following where he had shown the way. He was a leader in breaking the dominance of the jobber in the shoe industry, beginning the policy of selling an advertised brand direct to the retailer as early as 1876. He was the first in the industry to adopt the policy of stamping the retail price on a shoe.

Believed in Advertising

He was the most conspicuous demonstrator of the manufacturing and merchandising advantages of a policy of concentration on a limited range of grades and styles, if he was not actually the first to adopt this policy. He was the pioneer chain-store operator in the shoe industry. He proved that it was not only possible, but profitable, to sell through independent retailers as well as his own stores, and Douglas Shoes were sold by thousands of shoe stores all over the country as well as by the 117 factory owned outlets.

In addition to which he was the first as well as one of the most conspicuously successful national advertisers in the industry. Most of those things, be it noted, were things that "couldn't be done"—though many of them are quite common practice today, not only in the shoe trade but elsewhere as well.

At the time I talked with Mr. Douglas, he told me that the gross sales of the business for the past year were in excess of \$22,000,000. That was not the largest business in the industry by any means, but large enough to win the respect even of critics of the advertising. And the point of great significance is that the business was done on an extraordinarily small range of styles and grades. The Douglas business was founded on the idea of selling only the medium grades of footwear, avoiding style extremes, and

appealing for patronage definitely to the middle-class consumers.

Concentrating on a few styles, in only a few grades and leathers, the company cut down its style numbers to the minimum, and put production schedules on the most efficient and economical basis. Concentrating on a definite section of the public, and selling through its own stores or exclusive agents, the company was able to hammer home the idea of a fixed price shoe of exceptional value, and tell people exactly where they could buy it. I have heard it said, and I do not doubt it, that Douglas did a far bigger business on far less invested capital than any other concern in the industry. He never made a "cheap" shoe. He never tried to play the style game. He kept consistently and persistently to the field that he had originally marked out for himself, and the fact that millions of people outside that field were buying shoes that he didn't sell, never troubled his slumbers a moment.

Broke Traditions in Shoe Business

With the business well established through his own stores in the big cities, he went out in the face of all the prophets of disaster, and placed this same compact and standardized line of shoes in retail stores all over the country. It represented only a comparatively small addition to the retailer's stocks, but these new outlets increased the turnover in the factory enormously. Also, since the number of styles were few, it was a simple matter to carry a stock at the factory, giving the retailer an effective sorting service. Fads and modes of the moment never shook the business off its course. No matter how strong the vogue of one-strap pumps or satin slippers with rhinestone buckles, the company stuck to its last as a good shoemaker should.

Perhaps the foregoing may suggest why Mr. Douglas always

(Continued on page 1677)

Products that every American woman asks for

Drug products advertised by the
J. Walter Thompson Company

Cutex
Formamint
Horlick's Malted Milk
Jergens Lotion
Odo-ro-no
Pebeco Tooth Paste
Pond's Cold Cream — Vanishing Cream
Sloan's Liniment
Stacomb
Unguentine
Vauv
Woodbury's Facial Soap

IN any drug store in the country
you will find these products.

American women have come to
think of them as part of their daily
lives. Dealers are glad to stock
them because they have found
that calls for them pour in day after day.

The J. Walter Thompson Company has been
associated with the advertising of many of these
products since they were first put on the market.
In many instances, starting from small begin-
nings these products have won and held leader-
ship in their fields.

If you make a product selling through drug
stores the experience of the J. Walter Thompson
Company will help you sell in greater volume.

J. WALTER THOMPSON CO.
ADVERTISING **NEW YORK CHICAGO BOSTON CINCINNATI**
 SAN FRANCISCO LONDON

TELL IT TO SWEENEY!

—especially the Young Folks

THERE may have been an era outside of Sunday school books when children were seen and not heard—much; when the adolescent male had to sprout whiskers and the female gather wrinkles before they became accredited members of society. But times, as the song writers remind us, have changed since father was a boy. Ever since the war the so-called younger generation has been on the cosmic consciousness and conscience. A girl now enters society at an age which previously entitled her only to give up dolls. Young men move faster and earn more in business than their fathers did. (How long have some of you hoary advertising men who read this been out of college?)



In consequence of these social changes, the young idea must be reckoned as an advertising target of first importance.

Consider the course of the Sweeneys, the average American family. Along about the time the wolf has been scared from the door and progeny are advancing in age, in grace perhaps, and in what is assumed to be an education, Mr. and Mrs. Sweeney have settled down. Mr. Sweeney enjoys a deserved feeling of accomplishment at having found some place in the world. He still has his ambitions, but in his heart he knows he will never be a world-beater. Other men may go farther, fare better, find more money, live in larger houses, make the front pages, smoke better cigars without inciting him to envy or inspiring him to effort. And Mrs. Sweeney has begun to admit that she is getting—well, a little stout; and has definitely abandoned any ambition of becoming a movie actress, a business woman, a perfect housekeeper or of knocking the Four Hundred for a goal. Mr. and Mrs. Sweeney are sedative with middle age. The starry heights, green pastures and far calls no longer move or molest them.

* * *

AT THIS point Nature gets in several good licks at replenishing the earth with new aspirations, dewy dreams, incandescent illusions and fresh assortments of the goods and

chattels of this world—via the ignorant, ambitious and intense younger generation.

This new force is first felt at home. The Brussels carpet that still looks as good to Ma and Pa as the day it came from the mail order house, gives way to the juniors' propaganda for rug replacements. The mission furniture with the indomitable upholstery elegantly finished in imitation leather, is given the raspberry by the growing daughters; they drag Ma down to see something swell in mohair or brocatelle. And if the bankroll can possibly stand the strain the elders are gradually apprised of the fact that an automobile is an imperative essential.



While the Old Man still raises Cain with his tailor trying to get a fifty-dollar suit at the pre-war price, his sons overbid him on an outfit that includes plus fours. Ma will still snoop around the Bargain Basement while her married daughter takes over from a modiste a modest model at an immodest price. Many a girl whose mother haggled over the price of ham hocks can phone an order for petit pois, marrons glace, and antipasti without stuttering. The hard earned dollar of middle age moves nimbly as a nickel when youth starts to spend it. All this may be Bad News if you are the Old Man, but it must be good news if you are a business man because it means new markets.

* * *

TELL IT to Sweeney, the young Sweeneys, and make sales for today and tomorrow. Tell It first in New York where there are most young people, the most incomes, the most opportunities to make money, the most inducements to ambition, advancement and emulation.

Tell It first in THE NEWS, which not only has more readers than any other daily newspaper in America but probably more young readers (under thirty) than any other newspaper in the world. The circulation carries the message farthest and the tabloid page with its high visibility and attention value carries it quickest—and at lowest cost. Get the facts.

TELL IT TO SWEENEY has been issued in folder form. Write for the series on your business letterhead.

The Largest Daily Circulation
in America—now in excess of
800,000

THE NEWS
New York's Picture Newspaper

25 Park Place, New York

7 S. Dearborn Street, Chicago

How I Made Ninety-Nine Percent of My Sales

Persistent Use of Telephone Serves as Effective Approach and Multiplies Number of Productive Calls Many Times

By Courtenay Barber

General Agent, Equitable Life Assurance Society, Chicago

IF the telephone on your desk were to ring now and you lifted the receiver and heard the following words: "This is Courtenay Barber, general agent of the Equitable Life Assurance Society, speaking. I should like to make an appointment to see you this afternoon," what would your answer be?

You had never seen me—knew nothing about me other than the information I had given you, and you assumed, of course, that I was an insurance salesman and the only reason I wanted to see you was to sell you more insurance.

The normal reaction in nine cases out of ten would be one of two things: either you would reply, "I am not interested in buying insurance," or "What would you like to see me about, Mr. Barber?"

To the first reply I would assure you that I had no idea of selling you insurance—that this was not the object of the call. But in the background there would be this thought: "If he wants to buy when we have finished the interview, he will have the opportunity." Just now the object is to convince you that I do not want to sell you insurance but did have some information that would be of interest to you.

Approaching a Prospect

Provided you gave me the second reply, it would not be difficult to convince you that I knew a little about your affairs and wanted to discuss a matter of personal interest to you. The men who do not want to learn something of value to themselves are few and far between, and this call would probably result in arrangements for an interview.

For instance, I was told a short time ago of a business man in this city who apparently had a fair income from his business, and who might be interested in insurance. I

had never heard of him before and did not know anything about him. But he was a prospective customer. When the request for an interview was made, his reply was, "I am rather busy, Mr. Barber, but what do you want to see me about?"

I told him that I wanted to share some information that might be of interest to his personal program. He replied, "I hope you have no idea that you can sell me insurance; I am not in the market and carry all I can afford now." I assured him that selling him insurance was not my object, that he was the final judge as to his insurance protection, but I felt that the information I had would be of sufficient interest to warrant the time of an interview, if he were at all concerned about his family and his responsibility to the community.

His curiosity aroused, he asked me to come over and see him.

The Prospect Sells Himself

An introduction had already been made over the telephone, so when I reached his office that most awkward of situations in the mechanics of a sale had been avoided—the introduction of the salesman and his business. A few questions disclosed that he was 43 years of age, wanted to retire when he was 50, had accumulated about \$63,000 in government bonds, and carried \$16,000 in insurance. After a few moments more, I excused myself on the plea of wanting to check this information against that which I had.

Two or three days later I called him again and asked him if it would be convenient for him to stop in at my office that afternoon to check over some further facts. He consented because he was anxious to find out what these facts had to do with his personal affairs—and it took me only a few moments to point out how he could realize his

ambition to leave an estate of \$100,000 should anything happen to him; as it fitted in exactly with his program, he soon was on the way to the examination room and I had his check for the first premium on a \$100,000 policy.

In twenty-five years of insurance selling, the form of my approach to a prospect has never varied, except in the conversation that ensues after the introduction. I call the man I want to reach over the 'phone and tell him my name, my business, and ask for some of his time. That method has been successful in contacting me with 99 per cent of the sales credited to my account, and they total several millions of dollars.

Regardless of the position of the prospective buyer, whether he is a busy executive or just a clerk, men are interested in themselves and so long as I talk to them about their own program, I have entree to them. Let them once get the idea the contact is for purely selfish motives, and they close up like a clam and the avenue of easiest approach is forever closed.

Saving Time With a Telephone

There is nothing unusual in the selling method that has been successful for me. It is not a new one. Perhaps it has been developed to a greater extent in my case because I can say that without exception I have used the telephone to contact with my buyers and have insisted that all of my men do the same.

Contrast the experience in this first instance with my activity in making the first sale I closed when I began selling insurance. It was just a \$2,000 contract. The buyer was a personal friend of mine. I made call after call to see him, only to be informed time and again that he was out of his office. It required several days to get his signature to a contract and all of the commission

made on the sale was dissipated by the time it had taken me in waste calls.

Thirty-two years ago I started as an office boy in the cashier's department of the Chicago office of my company. I then was promoted to a clerkship and made it a point to study the insurance business thoroughly. I was convinced that it offered opportunity for me and in 1899 I became a solicitor, and with a portfolio, rate book and a list of names, was started on my way.

The first morning I started determined to set the world afire. It took me half an hour to reach the first name on the list and when I finally did reach the office door, an inherent timidity made me hesitate to open it. No one can realize the sense of relief I experienced when told the man I wanted to see was "out." I was relieved, of course, but was resentful that a perfectly good half hour had been wasted in getting there. At the next place they also told me the buyer was out. At the third place, the man was too busy to see me, and so it went throughout the day.

The Problem of Unproductive Calls

Twelve hours were spent walking from door to door, the procedure varied now and then by a longer jump on a street car. At the end of the day, the percentage of interviews I had been granted as compared to the calls made was pitifully small.

That evening I analyzed my sales efforts for the day and it was a shock to discover the amount of time which had been wasted in useless calls. Time was the most valuable asset I had, and it governed the extent of my production in proportion to the useful interviews secured. More calls, more interviews meant better business, and to get around this waste time I turned to the telephone.

I decided that it would not require any special ability on my part to call a man's office, ask whether he was in, and request an appointment. But it would be necessary to develop a method of talking to him which would make him want to see me. And I hit upon the scheme that if he felt that I had an interest in his personal affairs, my chances for an interview were far better than otherwise. Men I had called upon had not found it at all

difficult to turn me down while I was in their office. I knew that it wouldn't be any easier to say "no" after an introduction over the wire.

To make the prospect realize this personal interest I had to suggest my familiarity with part of his affairs. After listing twenty names and inquiring about town and calling other people in similar lines of business, information was soon obtained about each of them. Then I began to call them. The information permitted me to think of them as real people instead of just a name or number.

It was then I first began to use the telephone approach which has been used without exception in all of my selling experience. Several appointments were made for that day and my calendar for the following day was filled also. A few names were eliminated from my list altogether.

At the beginning of the telephone campaign I found that the best way to interest a buyer was to ask questions, the kind of questions that would result in getting a desired reaction. A buyer might be thinking "no," but the questions I asked him would bring the reply, "yes."

If you were asked now, "What is your object in life?" isn't it logical for you to reply, "To accumulate an estate sufficient to care for my family after I am gone, and to enjoy life while I am doing it"? Is there anything more natural for me to ask you than, "What success have you had in doing that?"

Holding Prospect's Attention

Just as any other salesman selling a commodity for daily consumption or representing some other specialty might ask his buyer, "Why are you in business?" the buyer must answer, "To make money."

It isn't much of a step from determining what a man's objective in life or business is to tying up a sales argument with it.

Just the other day a man came into my office to discuss a matter of business and in spite of the fact that he was sitting across the desk from me, and I was taking part in the conversation, apparently attentive to all he said, my mind was a hundred miles away. I had put in the preceding day on the golf links and been off my game. I was wondering how I could overcome my

fault at golf rather than listening to the other man.

This, coupled with many similar incidents in my experience where I happened to be the one who was doing the talking, has convinced me too that when I resort to the telephone I am more able to control the conversation than I can by personal contact. It is almost impossible for a man to listen to you with a receiver glued to his ear and have his mind diverted to matters other than that which the conversation relates to.

When I secured the general agency contract for Chicago, it became necessary to employ several men to aid me in securing the business my contract called for. Because my method of approach had been so successful, I insisted that they use it. A hard and fast rule was made that no man should leave the office without knowing when he left that a definite appointment was waiting for him at the other end of the journey.

One Policy for All Salesmen

I have insisted throughout all these years that when he enters a buyer's place of business, a telephone message must have preceded him, introducing him and his business. This acts just as a letter of introduction might. And because the salesman knows that he is going to see the man he wants to see, he has given more thought to the interview and is better prepared to meet any contingency that might arise.

Quite often I am asked, "Hasn't the saturation point about been reached on insurance selling? Aren't you about out of prospects?" And my only answer to that is that every man, woman and child walking the streets is a prospect. I can take my telephone book and find almost 700,000 prospects. The trouble is not the lack of prospects, but the lack of time to get in touch with those we have.

I hold no brief for the telephone method of selling except in that it has been successful in my business. It has made it possible for me to conserve my own time and that of my prospects; it has led to my making an investigation of the man I want to sell before I get in touch with him, and make it possible for me to work my territory much more intensively than by other methods.

In How Many of Your Markets Do You Know—



1. The number and percentage of families using your type of product?
2. The total number of competing brands on sale?
3. The number and percentage of families or persons using each different brand?
4. The average per capita yearly consumption of your type of product?
5. The dealer distribution for each brand?

THIS is vital information, valuable alike to the firm which has already entered a market and to the one contemplating a new sales territory. Such accurate knowledge is available for the Milwaukee-Wisconsin market in the new 1924 Milwaukee Journal Consumer Survey, a comprehensive analysis of one of America's most stable and prosperous markets, invaluable to everyone interested in increasing sales. The six sections cover all principal lines of merchandise.

The Milwaukee Journal Consumer Surveys Present the Facts

Completely "You are to be complimented on the thorough way in which you carried this out."

The Andrew Jergens Company

Accurately "We find that the figures given on Chipso check up favorably with the records of our Sales Department."

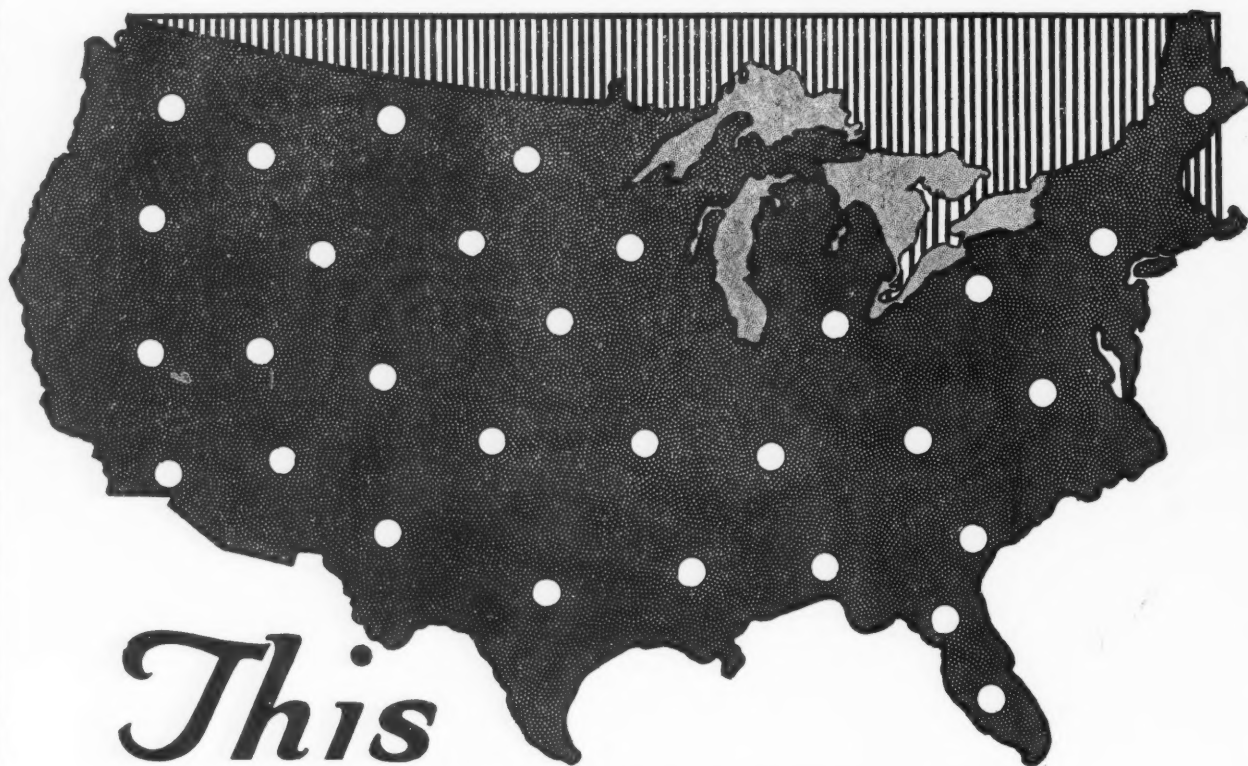
The Proctor and Gamble Company

Constructively "—a very constructive piece of work. We can use this report in a very practical way."

*George Batten Company
N. W. Emerson, New England Manager*

Q Have you received your copy of The Milwaukee Journal 1924 Consumer Survey? The edition is limited—send today for those sections in which you are interested.

**The Milwaukee
JOURNAL
FIRST—by Merit**



This
 Is The Way The Interborough's
 3,000,000 Daily Circulation
 Could Cover The U.S.A.!
Each Dot ● Represents
100,000 Circulation

— Imagine the selling influence of a single medium with a *daily* circulation so big it could be divided into 30 equal parts—*each* with a circulation of 100,000!

— Such a medium is Interborough Subway and Elevated Car Card and Poster Advertising!

— Displayed every hour of the day in full color, big space, and prominent, well-lighted positions, it reaches a New York City audience of 3,000,000 people at a cost less than 6c per thousand circulation!

— Concentrated in a market of 6,000,000 consumers, it breaks up selling ground which can be intensively cultivated by *local* salesmen of 5c fares, instead of expensive Pullmans!

— Tens of thousands of persons numbered in this giant circulation come daily from all parts of the U. S., thereby adding a *national* phase of no small proportions!

— In Greater New York—the “World’s Biggest, Richest Market”—the advertiser’s most signal need is *Circulation!* Head and shoulders above them all stands—



INTERBOROUGH ADVERTISING

Exclusively Subway & Elevated
 CONTROLLED BY

50
UNION
SQUARE

ARTEMAS WARD, INC.

NEW
YORK
N.Y.



In each letter the prospect was given something to try out—a piece of rubber to stretch, a length of string to test, etc.

A Six-Letter Campaign that Increased Sales Twenty-Nine Percent

When Gates Rubber Company Salesmen Pitched In and Sold Direct Mail Advertising as Well as Tires, Dealer Sales Jumped

By H. D. Thoreau

THROUGH a series of six letters written for our tire dealers to send out to their customers, we increased tire sales 23 per cent during the first four months of our 1924 campaign—a volume which is 29 per cent greater than for the average of the same months over the last five years.

When we sought to discover the "neck of the bottle" which was holding back the flow of our product to the ultimate consumer and which tended to govern the rate at which our goods could be sold, we found this to be right in the tire dealer's place of business. So we set out to find an effective, economical, and positive means of helping the dealer move our tires from his shelves more rapidly than his competitors were moving their stocks.

After a careful analysis we finally decided upon the use of a series of

letters. We decided to prepare for our dealers, on their own letterheads, letters which they could send direct to the users of tires in their localities telling them about our tires and the advantages of buying ours in preference to others. These letters were to be sent out in a series of six at fifteen-day intervals during the active season.

Our campaign was divided into three steps: first, the selling of the idea to our own salesmen; second, the selling of the idea to the dealer; and third, the putting across of the selling message to the customers, the actual users of the tires.

Through letters sent out to our salesmen we tried to make them realize the necessity of helping the dealer to move his goods. We showed the salesman how closely his own salary check and his bonus were tied to the goods on the

dealer's shelf. We called his attention to the fact that when he wanted more orders he got more dealers and that the same applied to his dealer—that is, if his dealer wants to sell more tires he must get more customers.

In previous years we have always asked our salesmen to sell the letters and our records show that they sold approximately 15 per cent of all that went out. This year our salesmen sold all of our letters and we prepared over ten times as many as in any previous year.

Then we started to sell the dealers. We gave them the same message as we did our salesmen, but from a slightly different angle. Long before we showed him the letters, we convinced the dealer of the necessity of selling more tires by getting more customers. We explained the relation between each

added customer and his fixed overhead expense.

We pictured to him a motorist who had never traded with him before, passing his door. In other words, here was some potential additional business. Our letter to the dealer went on to say:

It's perfectly clear that you are "out" your whole gross profit on the sale if the customer passes you up.

And, likewise, if you reach out and grab a new customer, an extra customer, the amount of "velvet" that this puts in your cash drawer is equal to the whole gross profit on the sale you have made.

Now here's the thing that every business man has to learn before he begins to make a real success as a merchant in any line.

When he succeeds in getting a new customer—an extra customer—the GROSS profit on the sale becomes all NET profit.

In a simple way, with simple figures, we showed our dealers how gross profit becomes net profit when new, marginal business is enticed away from the competitor. And then we gave them this means in our series of six letters.

Appealing to Several Senses

And now we come to the third and largest part of our campaign, namely, the preparation of the letters themselves, which were mailed to millions of automobile owners during this past season and which widened our "neck of the bottle" and brought our dealers new customers—which gave our salesmen larger orders and increased the profits for all of us.

It goes without saying, of course, that the primary requisite of any sales letter is an ability to arouse interest—favorable interest, so in preparing these letters that were to go out to motorists under our dealer's name, we searched for some means of arousing favorable interest.

To do this we first analyzed what human interest really is. We forgot our letters and what we wanted to say and just tried to get back to fundamentals. We decided that human interest can be aroused quicker, made more intense and maintained longer by appealing to more than one of our five senses. In other words, we felt that human interest could be aroused better if we used something more than just the printed word in our letters. We decided to appeal to the sense of touch, for touch is the most primary

sense we have. Go back in evolution and you'll find this to be the case. The sense of touch has been with us longest and is our most reliable sense. We often mistrust our other senses but never the sense of touch. In the dark we think we hear something—we're not sure—but let us touch it and at once all doubt is gone—we know then.

As a result, in four of our six letters we enclosed a sample of some kind. We gave the motorists something to touch—something to feel—something to test—something to arouse his interest—something that he could form an opinion about for himself.

In the first letter it was a little strip of rubber made from our tread stock, strong enough so that it took more than the average strength to break it. Here is what the letter said—note what we used instead of filling in the motorist's name and address:

To One Who Knows

Good Tires,

My dear Sir:

Here is a little strip of tire tread-rubber for you to test.

It's just a slender little strip but it will take a pretty strong man to break it.

I believe you'll find it about the toughest piece of rubber you ever got your hands on. It makes the toughest tread that I've ever seen on a tire—and as an experienced motorist you know that the miles a tire will give depend, first of all, upon the rubber tread.

It's the tread that has to take all the wear on the road—it has to soak up the bumps and keeps the shocks away from the inside cords—and when the rubber tread is gone, you know the tire is about through.

A little extra rubber in the tread—making it wider and thicker—costs the manufacturer of the Gates Super-Tread tire only a few pennies more, but it means a lot of extra miles to the man who buys this tire.

You're going to be buying a tire soon—and when you do you might as well get the advantage of these extra miles yourself.

More rubber in the tread—tougher rubber—surely means more miles for you, and this will be even more apparent when you see the tire.

Come in and look at it.

Sincerely yours,

ARKANSAS VALLEY AUTO CO.

P. S. I'm slipping in a little folder that I believe you'll want to read. It's interesting.

The second letter contained samples of two kinds of the cords which go into tires. One cord was the kind we use in our tires and the other was the kind that goes into ordinary tires. The motorist was

invited to break one and then the other and note the difference—and there is a big difference. The letter read:

To One Who Can Judge

A Good Tire,

My dear Sir:

Here's an interesting tire test for you to make.

I have put two cotton cords in this letter. They are cords that cord tires are built of—and there's an important difference between them.

One is made of "Karded Peeler" cotton. I have dipped the end of it in black ink to mark it. Take this one in your hands and break it, being careful to notice how much strength you have to use. 90% of the tires you see today are built out of this kind of cotton.

Now break the cord that is not marked. This is pure Egyptian Cotton. I think you'll be surprised to find how much stronger this one is—and of course, the tires made out of these two kinds of cotton will be just as different in strength as these two cords.

You don't often get a tire built of the stronger Egyptian Cotton any more. 90 out of every 100 tires are now built of "Karded Peeler." It's cheaper than Egyptian—and while it doesn't give you the miles, it does mean a little extra profit for the manufacturer.

As a matter of fact, there are only about six pounds of cotton in the average sized tire—and it really costs the manufacturers of Bates Super-Tread tires only a little extra to use the pure Egyptian Cotton—but the test you have made shows that this will mean a lot of extra miles to the man who buys this tire.

You might as well get the advantage of these extra miles. There is no extra cost. You'll want to see this tire—look it over.

Just drop in and see it.

Cordially yours,

HARRY E. FANKHAUSER.

The Mechanics of the Campaign

And so on through the series we enclosed other interest getting samples—a small tube section—a "biting" sample of rubber and how to test it, etc. We hooked interest by natural means and our letters were read and not tossed aside.

The mechanical handling of our campaign may be briefly outlined as follows:

Practically all orders for our letters were taken by our salesmen. A simple order blank was provided and the dealer merely signed up for a series of six letters. We equipped our salesmen with registration counts so that they could tell the dealer just how many car owners there were in his territory. The only cost to the dealer was the actual postage of one cent for each letter. We insisted on the dealer's

(Continued on page 1681)

Wholesale and Retail Establishments

	*Indianapolis Radius		Indianapolis	
	Wholesale	Retail	Wholesale	Retail
Groceries.....	59	6029	14	1439
Drugs.....	14	1383	3	266
Dry Goods.....	12	570	5	168
Hardware.....	18	1066	4	68
Auto Accessories and Garages.	15	1598	10	204
Furniture.....	†..	800	†..	114
Shoes.. . . .	6	991	1	65
Clothing.....	†..	815	†..	72
Jewelry.....	11	561	6	79

* Indianapolis Radius figures include Indianapolis † Does not include factories.

Ideal Marketing Conditions

IF you want to sell *everybody* in a certain American metropolis you must be able to talk some fifty languages and dialects, and advertise in some *seventeen* newspapers simultaneously.

But in Indianapolis you can sell everybody except an infinitesimal percentage, most of whom are undesirables, by talking the American language alone. You need advertise in *only one* newspaper—The Indianapolis News.

Indianapolis and the Indianapolis Radius are an ideal market. The population is American, singularly free from racial or class differences. People are prosperous here. They have money. The wealth of Indianapolis is drawn from an extraordinary industrial activity in hundreds of varied lines, and from the agricultural wealth of some of the finest farm lands in the middle west.

This is a compact market, too. 1,992,713 people live within a few hours of each other and back and forth across the territory runs a transportation system that probably is unsurpassed in America. Because of that, Indianapolis is *thirteenth* in retail sales among American cities, though it is *twenty-first* in population. The same ease of covering the territory makes it ideal for salesmen. It takes fewer *man days* to cover the market.

The News dominates the Indianapolis Radius to an extent approached by few American newspapers. It has the greatest circulation in Indiana, daily or Sunday. It is delivered into more homes in Indianapolis than both other newspapers combined. In addition, it is the favored and favorite newspaper in more than 50,000 of the best homes in the Indianapolis Radius.

*Write for information about this market
and what The News can do for you*

The Indianapolis News

Chicago Office:
J. E. LUTZ
Tower Bldg.

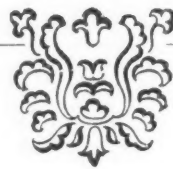
FRANK T. CARROLL
Advertising Manager

New York Office:
DAN A. CARROLL
110 E. 42nd St.

Henri, Hurst & McDonald

A D V E R T I S I N G

58 East Washington Street • Chicago



One of our most successful customers recently said:

"Ten years ago we felt that advertising was largely a gamble; today we consider advertising as safe and as profitable an investment as we know of."

This manufacturer's sales in 1914 totaled about \$600,000; he expects to finish 1924 with a volume of about \$12,000,000



Shall We Readjust the Blindfold Which the Audit Bureau Has Stripped Off?

Some Hot Shots at the Growing Tendency to Base Circulation Claims on "Readers" Rather than "Subscribers"

By Cheltenham Bold

FOR a good many years one of our major problems in the advertising business was the establishment of some generally accepted standard of measurement for circulation.

Advertisers, advertising agents, and leading publishers struggled for years on end to bring about the adoption of some system by which circulation claims could be intelligently compared. The effort finally bore fruit in the Audit Bureau of Circulations, which establishes a standard definition of circulation and measures all publications by the same yardstick.

The adoption of this system has been of incalculable benefit to the buyer of advertising space, and has vastly simplified the problems of the agent and the publisher.

For the first time in the history of advertising it provided a sound basis of comparison, and gave every advertiser the assurance that when two or more publishers talked about "circulation" they were talking about the same thing.

The fight for the Audit Bureau was essentially a fight for honest business methods. And now that the fight is won, I notice a considerable tendency among publishers to base their selling arguments with prospects upon "readers" rather than subscribers, and to gloss over the audit figures with specious claims as to the "average number of readers per copy."

I don't maintain that these averages are necessarily correct. But I do insist that no human being can tell whether they are correct or not. And the acceptance by advertisers of claims on this basis of "average number of readers per copy" simply means a return to the old system of buying on faith in the publisher's

general integrity. It means that publishers will once again begin to vie with one another in claims that cannot be verified, and the chief usefulness of the Audit Bureau's standard will be seriously impaired.

Everybody knows that a publication—any publication—has more readers than subscribers. In my own household at the present time there are six people who generally

ought to know exactly what he is doing when he does so. He should realize that this circulation can only be estimated.

Perhaps you remember the "good old days" when the sky was the limit in circulation claims; the days when the number of copies printed was a good enough basis to start figuring on. The days when a subscriber, once on the books, could be kept there long after his estate was dissipated by his heirs. The days of free and unlimited sample copies, unlimited return privileges to newsstands, hundred per cent commissions to subscription agents, and bulk shipments to the subjects of write-ups.

The days when the late John A. Hill caused consternation by printing at the masthead of the "American Machinist" the exact number of copies printed to stop one of his own salesmen from lying about the circulation. The days when some publications, like "The Iron Age," for example, would give no circulation figures at all because they could not compete with the fertile imaginations

of their competitors. If you do remember those days, and particularly if you ever tried to buy space under those conditions, you will appreciate the importance of the standards enforced by the Audit Bureau, and the advantage of buying on the basis of a tangible quantity, rather than an indefinable and utterly unprovable claim.

It is a simple matter, of course, for a publisher to send a questionnaire to several hundred or thousand selected subscribers, and ascertain with reasonable accuracy the number of readers per copy. Assuming that he is absolutely honest in making a genuine cross-section of his list, and assuming

NOW that the vacation season is over, Cheltenham Bold resumes his genial habit of "speaking out in meetin'" concerning practices which are detrimental to the best interests of advertisers. When this article came in we considered it of enough importance to submit to the Audit Bureau of Circulations, with a request for criticism or comment, and received the following letter:

I have read over with interest the article, the appropriate heading of which should be "Shall We Readjust the Blindfold which the Audit Bureau has Stripped Off?" I think the writer is making a substantial contribution in the interest not only of advertisers but publishers as well, in this article, and I hope you will decide to use it.

Yours very truly,

AUDIT BUREAU OF CIRCULATIONS

(Signed)

STANLEY CLAGUE,

Managing Director.

read parts at least of certain magazines and newspapers. But does that mean that they are on an equality from the advertiser's standpoint? It does not!

In most offices, our own included, certain publications are passed around, and the articles and material in them marked for special attention by certain individuals. Does that mean that advertisers in those publications are getting additional circulation?

Sometimes, undoubtedly, they are. And sometimes they aren't. If an advertiser wishes to buy space on a basis of "sometimes they are and sometimes they aren't," I have no particular objection. But he

further that he plays fair with the returns, he can apply the law of averages and arrive at a conclusion that is probably somewhere near the truth.

The difficulty arises, however, when a competitor for advertising patronage, less scrupulous perhaps, or less inclined to resist temptation, attempts to go him one better. It is the easiest thing in the world to select only those subscribers who report a large number of readers per copy, and to suppress most of those returns which would tend to bring the average down. The publisher who abandons the standards set by the Audit Bureau, and bases his selling arguments upon "readers" rather than "subscribers," is embarking on the sea of speculation, and is likely in the end to find himself seriously embarrassed by competitors less scrupulous than himself. And the advertiser who buys space on the basis of such representations is simply readjusting the blindfold which the Audit Bureau has stripped off for him.

What is a "Reader"?

It is obvious, of course, that the magazine or newspapers which goes into the home is read, more or less, by those in the household. And the business paper or trade publication which goes into offices or stores generally receives the attention of several different people. But these accessory readers are entirely variable as a quantity, and are like the Irishman's pig that wouldn't stand still long enough to be counted.

The salesman who glances through a publication in search of news-item leads is to be classed as a "reader," and so is the executive or department head who gets a neatly mounted set of clippings placed on his desk by his librarian. Up to a few years ago, I suppose the publication that could honestly claim the largest number of "readers" per copy was the pink "Police Gazette" without which no barber shop was fully equipped for business. When the ladies began to patronize such establishments, however, this gratuitous circulation began to disappear. "Readers per copy" is an item so fluctuating and so variable as to defy accurate or even approximate measurement.

It is probably quite true that the standard of comparison adopted by

the Audit Bureau is not one hundred percent perfect, and it is quite likely that here and there it does not do full justice to certain publications. Like many other things in this imperfect world of ours, it does not dispense even-handed justice to all around, and it is necessary to use one's fallible, human judgment after all the returns are in. But the point is that this A. B. C. standard is the only approach to a dependable measuring rod for circulation that we have, and the best that the combined wisdom of advertisers, publishers and advertising men has been able to devise. It is the only solid foundation upon which individual judgment can safely be based. Buyers of space ought to be more active in applying it than they sometimes are, and in resisting the

specious arguments that seek to evade it.

It is only natural, of course, that a publisher who feels himself slipping, or is hard pressed by competition, should attempt to gloss over the figures by talking about "readers" rather than subscribers. Others sometimes do this through a perfectly honest desire to demonstrate their influence and prestige. In either case, however, it represents an abandonment of the standard, and tends to weaken the standard as an authoritative unit of measurement. Too many years, and too much effort, were spent in the fight for honesty in circulation claims to permit a step backward, no matter how honest the motive with which it is taken.

Sales Tactics That Didn't Pan Out—and Why

A CERTAIN high-grade tailoring establishment has been conducting a mail campaign for several months past, and one of our good friends dropped in the other day after receiving a particularly persuasive letter. The salesman who helped him off with his coat took the opportunity to sneer ostentatiously at the label, which was that of a well-known manufacturer of men's ready-to-wear, and our friend, who is of a generously impulsive disposition, stayed exactly long enough to put his coat on again and bang the front door.

And a large buyer of advertising space told us the other day about a salesman who had just talked himself out of a nice piece of business. "He spent half an hour," said the space buyer, "telling me what rotten judgment we showed in using a certain competitor of his which is bringing us excellent results. We had about decided to take on the second of two mediums that he represented, but I've changed my mind."

The buyer as a general rule has a certain proper pride in the exercise of his own judgment, and it seldom pays to imply that you think he is a fool—no matter how sure you are that you can prove it.

On the other hand, every salesman knows the value of showing an interest in the prospect's personal affairs when he gets an opportunity to do so tactfully and with the appearance at least of genuine sentiment. Care must be taken, however, in order to avoid giving an impression opposite from that intended. We were passing a brightly lighted automobile salesroom the other evening, and a salesman inside was making desperate and perspiring efforts to make up to a little boy, around four years old, who was backing farther and farther away into the corner of the window while his mother looked on. Father, in the meantime, was taking a look at the merchandise under the guidance of another salesman.

We had no more than a glimpse of all this, but "Look," said our companion, "at that fat jumping-jack of a salesman trying to make a hit with the kid." If the thing was so transparent to passers-by in the street, what must it have been to those directly concerned? Tact and good taste are difficult qualities to extemporize, but without them it is generally unwise to attempt familiarity. The salesman who has not a pretty sure sense of the right place to stop is better off not to start at all.

The Du-Plex Envelope

A Money Maker
A Money Saver
An Order Getter

For You



"Both Together, Sir!"



THE ENVELOPE THAT ELIMINATED THE "UNDER SEPARATE COVER" WASTE IN THE UNITED STATES ELECTRICAL TOOL CO.

DU-PLEX ENVELOPES



**decrease
catalog
expense**

increase inquiries

increase sales

THE UNITED STATES ELECTRICAL TOOL CO.

MAIN OFFICE & FACTORY, CINCINNATI, O.U.S.A.

MANUFACTURERS OF

**PORTABLE ELECTRICALLY DRIVEN
DRILLS AND GRINDERS.**

IN ALL SIZES AND STYLES, D.C. OR A.C.



CLEVELAND, NEW YORK,
DETROIT, BOSTON,
PITTSBURG, PHILADELPHIA,
HOUSTON, CHICAGO,
MILWAUKEE, ST. LOUIS,
KANSAS CITY, MINNEAPOLIS,
COLUMBUS, TOLEDO



Copyright 1924 by THE UNITED STATES ELECTRICAL TOOL CO.
CINCINNATI, OHIO

CINCINNATI, OHIO.

July 22, 1924.

Du-Plex Envelope Corporation,
Chicago, Illinois.

Gentlemen:-

For the last year we have been using Du-plex 2 in 1 Envelopes for mailing all literature of such size that it cannot be inserted in a No. 9 envelope, with the letter. Prior to this we mailed literature of this class "under separate cover."

The change is credited with the following:-

- 1 - Decreased catalogue expense as a result of practically eliminating loss of literature.
- 2 - Increase in inquiries resulting from interest in unrequested literature.
- 3 - Increased sales due to literature arriving with letter of quotation.

The above is given you for your use in interesting prospective users who may question your claims as to the real saving effected by the use of your product.

Yours very truly,

THE UNITED STATES ELECTRICAL TOOL CO.

FOK:BX

per *J. O. Kirkpatrick*
J. O. Kirkpatrick

Du-Plex
TRADE MARK REG. U.S. PAT. OFF.
Patented

2 in 1 ENVELOPES

© 1924

The only two standard makes of two-compartment envelopes

**COLUMBIAN
(MON-O-POST)**

Patented

COUPON

Du-Plex Envelope Corporation, Dept. B
15-21 South Market Street, Chicago, Ill.

Gentlemen:- Please send us, free of charge, samples of Du-Plex and Mon-O-Post envelopes suitable to take care of our mailing requirements.

Size of envelope we use _____

Name _____

Street _____

City _____ State _____

FOR MORE SALES THROUGH THE MAILS

How British Manufacturers View the Proposed German Loan

British National Union Warns American Manufacturers of Dangers in Furnishing German Enterprises With Capital

A RECENT issue of "The Manufacturers Record" reproduces an interesting letter from the National Union of Manufacturers of London referring to the proposed loan of 40,000,000 pounds to Germany. The letter is reproduced here, together with the comment that followed it, because of the close relationship between the economic effects of the proposed loan and the industrial situation in both England and the United States. The letter reads:

"We enclose copy of a petition which was presented to both British Houses of Parliament on behalf of this Union.

"We also enclose you copy of a circular letter which was recently sent to every member of the Union.

"Although it has been stated that there is to be no guarantee for the loan, yet there is a grave fear that in the event of German default Great Britain will be under obligation to take a hand in enforcing sanctions to make Germany pay.

German Exports Hurt England

"As this loan will be so damaging to British manufacturing interests, we are taking steps to let the public know the true position and to insist that if the loan is issued and Germany makes default the lenders will have to look to Germany, and Germany alone, for their money.

"We are sending you this as we think the subject will be of interest to you."

This National Union of Manufacturers has a membership of 1,700 British manufacturing firms. It has twenty affiliated manufacturers' associations, each also embracing a considerable number of firms. In the petition to the House of Lords emphasis is laid upon the great prosperity which Germany's industrial interests enjoyed after the Versailles treaty. "Owing to her carefully planned depreciation of the mark and to its dual value she was

able to manufacture and export goods at prices which defied competition."

This petition says that between 1919 and 1923 vast quantities of goods were exported from Germany to England to the great profit of a large body of English middlemen, including bankers and shippers. These middlemen profited, but the manufacturers and the laboring people suffered heavy losses, for while during that period there was no unemployment in Germany, from one to two million workers in England were unemployed.

English Industry Heavily Burdened

This petition quotes the Dawes report that "the German factories are today in a state of high efficiency. It is common knowledge that the German workman is working longer hours and for less pay than the British. They have erected central power stations and are able to supply motive power at a lower rate than is possible in this country. Another important factor is that the German railway system has been reconditioned since the war. It is equipped with all the latest improvements and is in a more efficient condition than it was before the war. The rates for both passengers and goods are considerably lower than in this country."

These petitioners urge upon the House of Lords the importance of this situation, and ask that attention be given to the crushing burden of taxation on English industry since the armistice which has prevented the British factories from being as up to date or as well equipped as they should be, while many English manufacturers are short of working capital, and generally speaking it is a practical impossibility to obtain new capital except on onerous terms, and it is added:

"British industry is still burdened with its debenture and loan debt, but with the crash of the mark the similar debt in Germany has been wiped out." The petition says:

"Your petitioners submit that the scheme which the government is endeavoring to make operative in Germany will—

"Involve the denationalization of the German state railways by handing them over to private enterprise.

"Bolster up the capitalist system by enabling the German manufacturer to obtain easy finance by means of a national loan.

"Enable the German government to protect the German market by a tariff wall.

"Enable the maintenance of rings and trusts in Germany similar to the rings and trusts which existed before the war and which were so detrimental to this country.

"As far as the drift of the negotiations can be ascertained the forty-million loan is either directly or indirectly to be guaranteed by the British taxpayer. Assuming the scheme goes through, the loan is successfully issued and Germany is put on her feet again, it is necessary to consider how this country is likely to be affected. It has been stated that it will be the first step towards peace in Europe. This may or may not be so. There is no evidence that it will produce any such result. It is also stated that unless some arrangement of this sort is entered into there is little probability of Britain receiving reparations.

English Want Protection

"Your petitioners are of the opinion that if the proposed scheme is adopted, without a shadow of doubt German-manufactured goods will be imported into this country in increasing quantities and at lower prices than British goods can be produced. This may be good for the foreign importer but bad for British industries and the workers.

"There will be increased German competition in the dominions and the colonies.

"India, which now enjoys self-government, has announced her

(Continued on page 1687)

Burroughs All-Star Convention Features Sales Demonstrations

**Dramatic Presentation of Selling Problems Shows
Salesmen Effective Methods of Handling Prospects**

WORK and play were about equally divided in the tenth annual convention of the Burroughs Adding Machine Company's All Star salesmen, which was held in Detroit early in September. One hundred and fifty-seven men attended.

The All-Star Club is an organization of Burroughs salesmen who have been conspicuously successful during the twelve months preceding the convention.

The business side of the convention was taken up largely with a series of demonstrations which took the form of playlets put on by members of the home office sales department.

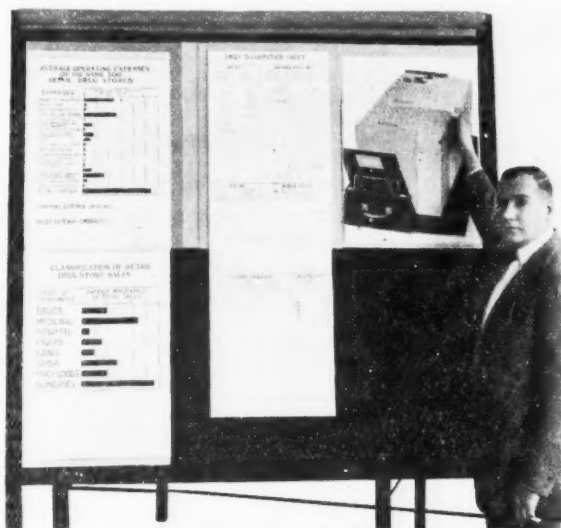
In one of the playlets it was desired to sell the salesmen on the idea of taking more time in their sales presentations so as to be able to sell more wide carriage machines. The playlet depicted a scene with a Burroughs salesman and a prospect who had a machine on trial. He had been using the machine for about thirty days and naturally complained that he didn't have enough work for such a big machine.

"I hardly expected that you would find enough work for this machine," explained the salesman in the demonstration as staged, "it took the Burroughs Adding Machine Company thirty-six years to find out all that the adding machine would do. We can hardly expect you to find out all this information in thirty days, but if you will grant me a few minutes I will show you what I really placed this machine in your office for."

Then the salesman went through a sales canvass based on a new sales portfolio prepared especially for use in selling garages. The demonstration served the double purpose of introducing the garage sales portfolio, and of showing the men how to stage their own demonstrations more effectively so that more wide

carriage machines could be sold.

Another play called "Fighting Through," was staged to portray the history of the company from the inception of the idea of mechanical calculating in the mind of William Seward Burroughs, a bank clerk, on up through the development of the company to the present stage. The last scene of this play consisted of a talk by L. V. Britt, sales manager



This huge portfolio was used to illustrate more vividly one of the convention sales messages

of the company, on the future foreign development of the company. He said, in part:

"The problem of our sales organization is to bring to the attention of each and every one of the more than two million prospects the many advantages of our product. To accomplish this we have tried to organize the sales end of the business so that each and every member of that department has an accepted definite responsibility.

179 Agencies.
1291 Salesmen.
1300 Service men.

"Each and every working day approximately 8,000 Burroughs sales calls are being made on this market. In addition to this, 5,200 service calls are being made. Five thousand pieces of advertising are

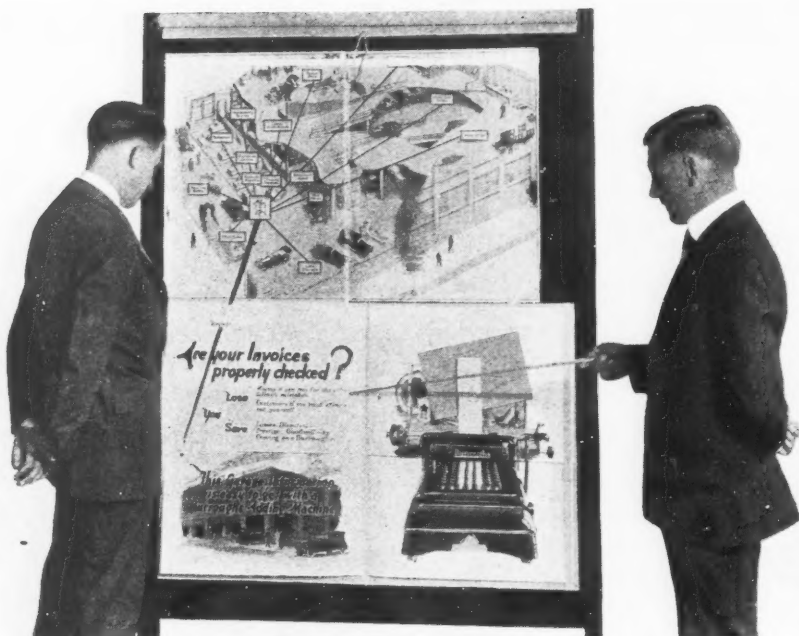
received by prospective buyers daily and 15,000,000 people receive a Burroughs call by national and daily newspapers daily. There are approximately 1,000 other salesmen in kindred lines spreading helpful messages for Burroughs.

"To assist the field we have a sales promotion division, special calculator schools and continuous instruction literature, a national enterprise department, A. S. A. P. development staff, The Sales Bulletin special Class 7 development, special bank development, special railroad and public utility development, a broad and liberal company school program which I think is one of the greatest advantages ever offered any sales organization, a training that will be instrumental in building many more salesmen of the caliber of All Stars, a sales promotion constantly working in the field to help the men solve the problems of this market.

"Great as the possibilities of this market loom up it represents but one part of our market. My recent trip to Europe gave me a picture of a Burroughs market that eclipses in size anything I had ever previously imagined. Here is a picture of the world market:

2,470,000 Domestic Business Enterprises.
3,802,000 Foreign Business Enterprises.
1,342 Field Force.
376 Field Force.
114,200,000 Population.
454,400,000 Population.

"Note the small part of the world covered by our domestic market. Here we have Great Britain with twelve agencies—Birmingham more than a million, etc., France with ten agencies with a population of 36,700,000; Germany with twenty-four agencies and the population of Central Europe 75,000,000."



A dramatic demonstration in which a garage proprietor is shown the value of a certain type of machine for his particular business

In another play it was shown why some salesmen succeed and others fail. The scene for this playlet was a reproduction of a Burroughs sales agency early in the morning after all but two of the salesmen had gone into the field. The two salesmen discuss the business and one of them shows the other why he is not making his quota because he is in the wrong frame of mind. In this playlet the salesmen were given an opportunity to hear a great many ideas for selling which, if it had been told to them in any other form, would have sounded trite, and perhaps hackneyed. But the playlet gave just the right sort of dramatic touch to the "preaching" which took all the sting out of it.

Old Ideas in a New Form

This method of getting over old ideas is a valuable one, many sales managers declare, for it relieves them of the necessity for "preaching," yet affords an opportunity to say the things that must be said if some salesmen are to be jolted out of their ruts.

A special portfolio for use in selling to drug stores was thoroughly demonstrated and explained by W. J. Kane of the sales promotion division. The company has, for some time, required the salesmen to pursue a standardized course of study and another playlet was introduced to show the value and need of standardized instruction for salesmen. This play represented a new

salesman hired under the old plan of letting the salesmen find their information out of the files. While in the nature of a burlesque, there was no question but what the men realized the truth of the various situations portrayed.

The second part of this play on agency management showed the new Burroughs Agency working plan in action and was designed to sell the new idea to the salesmen.

Outlines Advertising Policies

The policies of the company regarding advertising, together with present activities and future plans, were outlined by Norman O. Mick, advertising manager of the company.

Speaking of club campaigns, Mr. Mick pointed out that in August, 1923, 528 regular campaigns comprising three and four separate pieces of advertising, were mailed to prospects. Figures show a steady increase in the number of club campaigns used, and indications point to the great advantages being reaped by the salesmen.

Classifying advertising as national and direct mail, Mr. Mick took up each separately. He compared the use of advertising by the salesman to a farmer clearing his land and preparing his soil for cultivation and harvest. In the same way, he pointed out, a salesman can prepare his territory for a rich harvest by first fertilizing it well with advertising.

Some time ago, he said, it was decided to include letters with all club campaigns, with the purpose of introducing the salesman and creating a personal contact. This plan has been tried out with such success that it has become a definite policy of the future.

Cards are also being sent to salesmen informing them when campaigns have been completed. He urged salesmen to study the advertising produced by the department, with a view to ordering those pieces best suited to his needs, and to pick up any ideas that might better prepare himself for the prospective buyer.

Users are being campaigned on the Long Line. This campaign consists of ten pieces including an introductory letter. The purpose is to call the attention of the prospective buyer to other machines that may be adapted to his particular business. Letters received from users indicate that this campaign has been a success.

Will Use Institutional Copy

The purpose of the institutional campaign now being carried on in national publications is to acquaint the public with the ideals and traditions of the Burroughs Company, and to form a strong background of public good will which will be of inestimable benefit to the salesman, said Mr. Mick.

Other institutional series now in preparation will feature Burroughs salesmen, the factory, company standards, etc.

During the convention a daily paper was published, which not only gave an accurate record of the work of the visiting members of the sales force, but gave a more or less accurate and graphic description of the various entertainment features. The paper was livened up by all sorts of humorous photographs, advertisements and cartoons. The entertainment features consisted of golf, baseball, a boat trip, a picnic and a big banquet.

The Agricultural Publishers Association will hold its annual meeting at the LaSalle Hotel, Chicago, October 15 and 16, 1924. The first session will be convened at 2:00 p. m. and the second at 9:30 a. m. The very favorable developments in the farm market make this meeting of more than usual interest.

The Radio Page of **The Christian Science Monitor**

This daily feature of the Monitor came into being because of a definite demand from our readers for authentic, up-to-date news of developments in the field of Radio.

The Monitor's Radio Page is international in character. It gives the latest news of radio activities in all countries and is in the foreground with interesting circuits, always emphasizing the use of the best of parts.

Already the Radio Page has brought much favorable comment. It is ably edited, as is every department of this International Daily Newspaper, and is one of the most comprehensive and instructive daily radio pages published.

Monitor readers demand the best and are ready customers for the better type of manufactured receivers as well as unit apparatus. The advertising columns of the Monitor offer, therefore, an unusual opportunity to reach a responsive group.

Manufacturers of radio apparatus and retail dealers have an opportunity to reach a particularly interested and responsive audience by advertising on the Monitor's Radio Page.

See our exhibit at the Third Annual Chicago Radio Show,
Coliseum, Chicago, November 18-23, 1924.

The Christian Science Monitor

An International Daily Newspaper

Back Bay Station, Boston, Mass.

BRANCH ADVERTISING OFFICES

NEW YORK OFFICE, 270 Madison Avenue
CLEVELAND OFFICE, 1658 Union Trust Building
CHICAGO OFFICE, 1458 McCormick Building
DETROIT OFFICE, 455 Book Building

KANSAS CITY OFFICE, 705 Commerce Building
SAN FRANCISCO OFFICE, 625 Market Street
LOS ANGELES OFFICE, 620 Van Nuys Building
SEATTLE OFFICE, 763 Empire Building
LONDON OFFICE, 2, Adelphi Terrace, W. C. 2

LOOK THE FACTS STRAIGHT IN THE EYE

Look this "Billion Dollar Increase to Farmers" straight in the eye and demand answers to two questions:

"By how much will this new wealth increase the sale of my product?"

and

"Is this new wealth divided evenly among the 48 states?"

The answer to the first question will vary. The sale of some products will perhaps be benefited only thru the enlivening effect that generally improved conditions have on the retailer. On the other hand, some will find an increased demand for their products as high as 30%, others 50%, and some, like radio, even higher than that.

But get the facts, whatever they may be. Don't depend on general reports—ask the jobbers selling small-town retailers—ask the small-town retailers selling the farm trade—ask the farm folks themselves.

When you analyze the answer to the first question, you will probably have the answer to the second one, also. From general figures, we know that approximately 600 million of this billion dollars of new wealth is concentrated in six southwestern states. Therefore, it is natural to suppose that business will be largely increased there.

If you haven't time or facilities to get this sales information for yourselves, you are welcome to use the survey which we have just completed through our staff of field investigators among bankers, druggists, lumber yards, motor car, furniture, hardware, radio and music dealers in these particular states. The increases which these dealers expect vary for different articles, the average being around 30%.

Get the facts, whether you make your own investigation or accept ours. The net result will be the same. Most of you will find that there is extremely good business waiting for you in the territory served by Capper's Farmer. And you can stimulate this business by using the fastest growing publication in the national farm paper field—a publication leading all others in circulation and influence in this favored area—a publication with a unique editorial appeal—and a publication with these merchandising facts that are yours for the asking.

Capper's Farmer

TOPEKA, KANSAS

New York City
120 W. 42nd St.

Chicago
608 S. Dearborn St.

Cleveland
1013 Oregon Ave.

Detroit
1632 W. Lafayette Blvd.

St. Louis
2202 Pine St.

Kansas City
1407 Waldheim Bldg.

San Francisco
201 Sharon Bldg.

Brunswick Holds Sales Conference for Retailer's Salesmen

Two-Day Meeting in Chicago Used to Instruct Retail Merchants and Salesmen in Better Selling and Merchandising Methods

BETTER retail selling methods, demonstrations of model stores, an intensive study of the product, an examination and awarding of diplomas and prizes were features of a two-day convention of Brunswick Phonograph dealers and their salesmen, September 22-23. The convention was held at Chicago under the auspices of the Brunswick-Balke-Collender Company, and was attended by approximately 500 dealers and retail salesmen from the territory tributary to Chicago.

The convention was so successful in the estimation of the company that another convention of Brunswick dealers and salesmen has been scheduled for the eastern dealers to be held in October in New York.

Present Effective Demonstrations

After the usual opening felicitations, the convention was turned over to various executives and officers of the Brunswick organization. The first feature was a thorough demonstration of the product itself, followed by several demonstrations of the most approved selling methods. In the evening there was a banquet which was followed by an entertainment given by some of the leading artists who make records for Brunswick phonographs. The second day was devoted to a demonstration of model store arrangement and equipment, and more selling demonstrations which were participated in by many of the visiting merchants.

For some time past the Brunswick dealers have been urged to make use of two manuals which are furnished by the company. One of these manuals deals with the product itself, its construction and features, while the other is devoted to a classification, description and analysis of the types of customers who buy phonographs.

Although the manuals have brought about a marked improvement in retail selling methods, the

officials of the company felt that an actual demonstration of the principles embodied in the manuals would be well worth the cost of a trip to Chicago. Accordingly the convention was planned and every Brunswick dealer in territories tributary to Chicago invited either to come in person or to send his leading salesman.

Several months ago the company started talking about the coming convention in its dealer house organ. A sales contest was suggested as a means of determining which one of the salesmen a dealer should send to the convention in Chicago. Many dealers adopted this suggestion and have put on contests among their own floor salesmen, the salesmen making the best sales records being awarded the trip to Chicago.

All of the conferences in Chicago were based on ideas and principles laid down in the two Brunswick manuals. The first session was devoted to a demonstration of the product. Brunswick phonographs are sold by a demonstration of four features which are said to comprise the chief selling points of the product. Production experts explained these four features and showed just how they should be demonstrated to the prospective buyer of phonographs.

Model Sale Staged

While the Brunswick phonograph is widely advertised, the company does not try to overestimate the importance of the advertising. In several sessions the dealers and salesmen were urged to "take the attitude that the customer has never read an advertisement of Brunswick phonographs, and assume that you are talking to an individual who knows nothing about phonographs."

During the demonstrations on selling the dealers were shown just how the best phonograph salesmen go about making a sale. First it was pointed out that the best salesmen "never permit a customer to

hear a record until they have made a complete explanation of the prime features of the Brunswick."

It was demonstrated that too many salesmen are too anxious to play some records before the customer understands the real features of the phonograph. "Thousands of salesmen are losing sales every day," it was pointed out, "because they rely on nothing but the sense of hearing."

After the four features have been briefly explained, the next step is to play several records of different types so that the customer may have an opportunity to compare the tone of the Brunswick. Just how this is done by leading retail salesmen was thoroughly explained. Then it was shown how to take up the four prime features of the machine and explain them again, the second time more thoroughly and in greater detail.

Types of Customers Defined

After the demonstration on the product several sales demonstrations were staged to show the salesmen and dealers how to handle the different types of customers who visit a phonograph store. This demonstration, like the first, was based on the Brunswick manual.

There are five major groups of prospective phonograph buyers: (1) young unmarried people, (2) married people without children, (3) married people whose children are young, (4) married people with grown children living at home, (5) married people whose children have left home.

The demonstrations were designed to show the five best methods of appealing to these different classifications of prospects. It was shown how the incomes of the different classes must be taken into consideration, and how different records appeal differently to various prospects.

All of the demonstrations were based on actual sales which had

been made by various retail salesmen, and each demonstration was designed to impress upon the salesmen some definite idea which could be put into practice in actual selling. All of the men who participated in these demonstrations had been drilled in advance and knew just how to go through with each detail of the sale.

To add an element of interest and surprise various interruptions were arranged. At one time in the midst of a sale a man walked up to the demonstrator and made a vigorous complaint about a machine. "That Brunswick you sold me last week won't even work, much less do the things you promised it would," said the objector. Of course the demonstrators were prepared for this interruption, and the method they used to handle the obstreperous customer gave the salesmen an idea of the best method for meeting just such a situation in their own stores.

After the demonstrations of various selling plans for the five different types of customers, the meeting was turned over to the representa-

tives of a concern which manufactures demonstration booths, sound-proof demonstration rooms and other phonograph store equipment. They gave a number of demonstrations, showing the best arrangements and equipment for stores.

There were also a number of demonstrations on window trimmings which were put on by a display expert who has specialized in phonograph displays. Frank E. Fehlmann, vice-president of Lord & Thomas, spoke on advertising and merchandising and explained what the Brunswick advertising would accomplish when properly used by the retail distributors.

On the second day there were more sales demonstrations, this time by the visitors themselves. Volunteers from the audience were called upon to make sales, and demonstrate what they had learned from the previous day's sessions. During these demonstrations the same interruptions and distractions were staged so that the salesmen who were demonstrating could show how they would handle the

same problems the trained demonstrators handled the previous day.

When the demonstrations were over a written examination was held. Questions designed to ascertain just how much benefit the visiting salesmen received from the two-day conference were included in the examination. The papers were graded immediately after they were turned in and fifteen prizes were awarded to the salesmen who turned in the best papers. The first prize was \$25, the second \$15, and the others ranged down to five dollars.

The grades will be forwarded to the dealers whose salesmen attended the meeting so the dealers will have an opportunity to judge for themselves what their salesmen learned from the meeting. Each salesman was given an appropriate emblem indicating that he had passed the examination and was qualified as a Brunswick salesman.

Railroad and hotel expenses were paid by the dealers. All the other expenses were, of course, borne by the Brunswick Company.

How Calumet Sells Its Advertising to the Sales Force

WITH the opening of a new nation-wide advertising campaign October 1, the Calumet Baking Powder Company is making a strenuous effort to show its salesmen the advantages of using the campaign at every possible turn out in the selling field.

In a message to the company salesmen, they say, in part: "Advertising alone will not do the whole job. It requires the help of salesmen to get the maximum value out of it. It is necessary that we repeatedly tell every dealer the real facts about our huge advertising program. If you talk to twenty or thirty dealers a day, it may become an old story to you, but it is always a new story to the dealer. It is something that you are giving him. You deliver to him a market with every purchase of Calumet. It is sales insurance—profit insurance—business insurance.

"If the dealer is made to realize the bigness of our advertising

program, he will be more enthusiastic in recommending Calumet to his customers. It is not enough that the dealer simply endorse Calumet. He must be so enthusiastic about it that he can forget all competitive brands. This is really good policy, for it reduces his investment, offers quicker turnover of his money, better service to his trade, and it entirely does away with dead stock and losses due to trying to sell big-profit powder that no housewife wants.

"Our constantly increased advertising activity must bring a proportionate increase in sales. We are not satisfied with equaling our record of a year ago. We have only one product—and back of this one product we are putting greater sales effort than other manufacturers put back of a dozen or more items on this list.

"Make use of your advertising portfolio in telling dealers about our advertising. Visit the local

newspaper office and get a few late issues carrying our sales message. Show these to your dealers. The chances are he already knows about it—but you will not get the full benefit of this advertising unless you yourself bring up the subject. Get acquainted with every newspaper in your territory carrying Calumet advertising.

"Every dealer enjoys being told what you do for him—and particularly—he fully realizes the value of local newspaper advertising.

"Use your dealer helps, posters, hangers, cook book cards, etc., to further intensify our general advertising activity. Prove to the dealer that by making use of this material he will get the full benefit of our newspaper and other general advertising activity.

"Advertising is your biggest trump—play it—make use of it—keep it alive—enthuse your dealers about it—and you'll find it a whole lot easier to increase your sales."

Read these *telegrams* received by True Story Magazine a week after publication day:

Grand Rapids Mich

Estimated final sale of ninety percent of order
True Story T M Shaw

Oklahoma City Okla

Fifty percent of dealers asked for reorders
already with original orders being increased
over last month October True Story going
over big Harvey P Everset

New Haven Conn

Eighty five percent of distribution sold
J W Miller

El Paso Tex

Net sale October True Story to date sixty
seven percent Sandoval

Providence R I

October True Story going heavy Between sev-
enty five and eighty five percent sold to date
M Silverstein

New Bedford Mass

Eighty percent sold to date
New Bedford News Co

Los Angeles Calif

Percentage of sale to date eighty three percent
Chas B Egbert

Worcester Mass

Net sale about seventy percent on True Story
to date Samuels News Agency

Jacksonville Fla

Sale October True Story to date as shown by
better stands about eighty percent of distribu-
tion E W White

San Diego Calif

Check on stands True Story is at least seventy
five percent sold Will get record breaking sale
Edwin Schneider

Erie Penn

Recheck shows approximate sixty five percent
sale on distribution October True Story
Erie News Co

Minneapolis Minn

True Story seventy two percent sold to date
We will not have as much as ten percent
returns J L Bolter

Rochester N Y

Seventy percent sold
Manson

Spokane Wash

One thousand eighty True Story on all stands
Best displayed magazine on all stands
Lee W Woodmansee

Portland Ore

October True Story approximately sixty five
percent sold F N Bay

Kansas City Mo

October True Story selling good Returns will
be less than five percent My increase from
seven thousand to eight thousand this early
in the season proves you have my hearty
cooperation

Kerns News Agency

Troy N Y

Eighty five (85%) percent sold to the present
date W I Sheldon

Schenectady N Y

Eighty five percent or better sold to date
J Morlock

New Orleans La

October True Story selling strong
M R Bankston

Baltimore Md

Estimate seventy five percent of distribution
sold Jack

Ft Worth Tex

Seventy percent sale to date
W T Ponder

Syracuse N Y

True Story selling big L Karp

Nashville Tenn

Over fifty percent sold Returns less than ten
percent Bennet News Co

Indianapolis Ind

Rush two hundred more October issue
Harry Dewolf

Salt Lake City Utah

We made a check up yesterday on the ma-
jority of our stands and find that they are
sold out within 80 percent of their full draw
W C Bingham

Philadelphia Penn

True Story selling as usual Largest dealer
selling 400 copies clean Distribution best yet
Sam Kligman

Fort Wayne Ind

Seventy five percent of distribution sold
M W Price

Cleveland Ohio

Better than ninety percent of dealers original
order sold Henry Solomon

St Louis Mo

Sold seventy five percent of my order
W Molasky

Elizabeth N J

Eighty percent sold Look for clean sale
Union County News Co

Peoria Ills

Seventy five percent already sold Wired for
one hundred more
Peoria News Agency

Scranton Penn

October True Story selling big Can use more
one hundred copies
M L Goodman

Atlanta Ga

I believe we can use four or five hundred
more of October copies Please rush
M T Robertson

Norfolk Va

October True Story selling even better than
anticipated Sent you reorder Please rush Will
run short All my reserves exhausted Septem-
ber returns on True Story 187 from 3600
Joe M Pomarlen

Reading Penn

To date we have sold forty five hundred Octo-
ber True Story
Smith and Merget

Philadelphia Penn

The sale October True Story to date sixty
percent One hundred window and stand dis-
plays Glassmans and Solotoff

Knoxville Tenn

We have sold eighty percent of our October
True Story
Dan Chambliss Co Inc

Detroit Mich

Checkup of two hundred dealers shows Octo-
ber True Story seventy one percent sold
Ludington News Co

Des Moines Iowa

About eighty percent of October True Story
already sold We have less than fifty in stock
Ruecker & Lucas

Where, Oh Where, Are My Profits?

Why the Outside Viewpoint is Needed When Sales Volume Increases Without a Corresponding Increase in Profits

By John M. Garth

A MAN who has gained a national reputation as a business counsellor, tells me that his work consists almost entirely of keeping business men from doing things they know they ought not to do, or in prodding them until they do the things they know they ought to do.

"It is surprising," he told me, "how much money the average concern spends in the course of a year in doing things merely to gratify the personal whims and vanity of some officer of the company. As an example, I remember the consternation I caused in one office when I suggested the discontinuance of a very costly catalog. This catalog was a beautiful thing to look at—board covers, illustrations of the plant and factory grounds in colors—and all the usual embellishments found in a catalog that is printed when somebody in authority gives the artists and printers a free hand.

Catalogs for Vanity's Sake

"Every part, nut, bolt, and piece of every product was illustrated with carefully retouched halftones, printed over delicate vignettes in fancy tints. Pictures of the officers, founders, stockholders and directors of the business, together with views of every nook and cranny of the buildings, took up many costly pages in this book of wonders. It was the sort of book which is too good to throw away, and too bulky for the buyer to use.

"Now I haven't the slightest objection to catalogs. They are a necessary and vital part of the sales promotion activities of many businesses. But it seemed to me that this particular company was overdoing it. I suggested a trial of direct mail advertising for a year. (The catalog was an annual affair.) After much persuasion I prevailed upon them to issue twelve well-printed but inexpensive flyers one year. These were mailed to the same list that received the annual

catalog, in addition to several thousand names of concerns which had been considered unworthy of receiving the big, expensive catalog.

"The catalogs had cost in the neighborhood of \$50,000 a year, counting salaries spent in compiling it, postage for mailing, photographs and all other costs incidental to getting out such a book. The mailings cost slightly over a thousand dollars each month. Yet the first year the catalog was discontinued the business increased nearly forty percent.

A Stronger Bid for Orders

"What is the answer? It was the fact that each mailing piece made a definite bid for orders. They were timely, and their constant repetition had its effect upon buyers who had filed away the catalog and forgotten all about it. The best salesmen this side of Mars couldn't sell the executives of this particular business another fancy catalog."

I asked the business counsellor (he doesn't call himself by that high sounding title) to relate other instances of where concerns spend money unwisely to gratify their own vanity.

"Well, let's see," he said, "there are so many instances it is merely a case of sorting out the most horrible examples and relating them. There's the case of a young manufacturer of men's work clothing. He started in business in a small way, in a small eastern town where wages and overhead were low. He was a good salesman, and for the first year or so personally sold the entire output of his plant. Then the war came on and his business grew so fast his bank account looked as if he had struck gold or oil. I was called in just before the post-war deflation started in. Fortunately I had connections with men who had been studying the textile market very carefully, and they advised me that my friend should sell all surplus stocks and trim sails and prepare for a slump. He took my advice and came through with flying

colors when many older concerns were hard pressed.

"Because he was able to buy new stocks at costs far lower than his competitors, he scarcely felt the depression which came in '20 and '21. He had no labor troubles to contend with, so he was able to deflate labor costs before competitors could.

"The business progressed nicely. Then he contracted a case of what I call expansionitis. He wanted a list of branch offices on his letterhead that resembled the route sheet of the Ringling circus.

"In a few months after he had contracted this disease, branch offices were blossoming forth almost every week. He was not content with anything less than a large, well-equipped office, in the very best buildings; each office had a telephone operator and a stenographer in addition to the manager and a couple of salesmen. In less than a year overhead costs were gobbling up all the profits in spite of a nice increase in sales.

Where the Profits Went


"An analysis of his business showed that he was obtaining a fair increase in sales at the cost of the profits on the entire business. After most of the branch office system had been dismantled and stocks stored in public warehouses, profits again began to show up in the monthly statements. Now every man in the field organization is a producer, and the business is making progress. Not only that, the salesmen who formerly thought it was necessary to show up every morning at the branch office and sit at their desks until about ten o'clock now start out from their homes and put in the entire day selling.

"I could go on all afternoon telling about businesses that have gobbled up profits in an attempt to do something to please the pride or vanity of some officer of the company," he said as he shut up his desk and prepared to catch the five-fifteen.



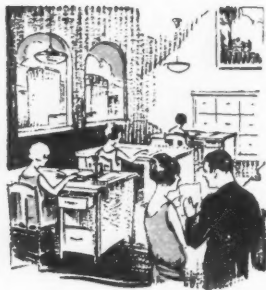
\$75,000 Spent
to Establish the Character of
SOUTHERN RURALIST
Circulation

400,000 guaranteed

 **S**OUTHERN RURALIST guarantees 400,000 net paid circulation. And this is quality circulation. Its character has definitely been established by a unique and comprehensive investigation of Southern Ruralist subscriptions. As far as known, no other publication has conducted a circulation check of like magnitude or scope except in case of a contemplated sale of the property.

Methods of checking employed

As a result of this analysis, now practically completed, Southern Ruralist is proving that every name on its records represents a bona fide individual who has ordered and paid for the magazine; that each name and address is correctly listed; and that all issues of Southern Ruralist go straight to the homes for which they are intended. Original orders have been consulted, verification letters mailed, and the services of literally thousands of postmasters enlisted in order that Southern Ruralist may offer to advertisers the most accurate buyer-subscriber list it is possible to obtain.



For accomplishing so great a task eight months have been required—a period of intensive and uninterrupted application, daily and overtime, by a force of from 15 to 20 skilled employees working under expert supervision. Clerical expense, postage and incidental items alone entailed a cost of more than \$75,000.

*Free booklet
on request*

The reasons for this investigation, and its significance to you, are discussed in our new booklet, "Facts for the Buyers of Advertising." We will be pleased to supply you with one or more copies; write direct or to the nearest office.

CHICAGO
J. C. BILLINGSLEA
123 W. Madison St.

ST. LOUIS
A. D. McKINNEY
1411 Syndicate Trust Bldg.

NEW YORK
A. H. BILLINGSLEA
342 Madison Ave.

MINNEAPOLIS
R. R. RING
Palace Bldg.

SOUTHERN RURALIST

ATLANTA, GA.

400,000 GUARANTEED

W

“V

sales
time
office
half
cent
tell
ancie
pere
den
sure
—us

“P
laug
tive.
ence
wou
amo
to b
wou
thei

“J
men
ber,
a ti
one
mak
rito
whi
on
wor
sell
sale
idea
to
som
pec
the
trip
the
“

hov
in
the
had
wh
Sh
ow
oth

When the Salesmen Ask, "What's New This Year?"

These Plans Helped Other Sales Managers Teach Salesmen to Succeed "Where They Are With What They Have"

By Will G. Caldwell

WHAT'S new this season?"

Here is a question every sales manager must answer every time one of his men visits the home office. I have been talking with half a dozen sales managers recently on this very subject. They tell me without hesitation that this ancient question is one of the hardy perennials in every salesman's garden of home grown problems. It is sure to blossom at least once a year—usually more often.

"For several years I tried to laugh it off," said one sales executive. "Every time we had a conference of five or six salesmen they would get together and decide among themselves that it was time to bring out a new item. Then they would swoop down on me with their demand.

New Items in the Old Line

"Last year I 'framed' them. Our men usually come in during December, in groups of four to six men at a time. In November I called in one of our best men and had him make a trip over some vacant territory and specialize on one item which practically every other man on the force had been neglecting. I worked out some special ideas for selling this item and asked the salesman to go out and see if my ideas were any good. I put it up to him to do this for me as a personal favor. He did just as I expected, and made a 'killing.' Then the week following I made a short trip and sold a number of orders on the same specialty.

"Then when the anvil chorus of howls for a new item began ringing in my ears I had the facts to show them I explained that we virtually had a new item in this specialty which we had all been overlooking. Showing them the figures from my own sales, and the figures of the other salesman, I was able to prove

my contention that it would be foolish to bring out a new item when we had a time-proved number in the line which had been allowed to go stale for the lack of attention."

In nearly every line of a dozen or more items there are some good numbers which, for one reason or another, are neglected. Sometimes it happens the neglected item is a bulky one—hard to carry in sample case. Again it may be subject to style fluctuations, and drop out of the running one season, only to become ripe for a "comeback" the following season.

The salesman is constantly seeing new items on the market; to him they seem loaded with possibilities. The old line begins to fade in his estimation. So he sits down and writes the sales manager that it is high time the house brought out something new—something with some kick to it.

Then it is up to the sales manager to re-sell the old line to him. He must point out the dangers of tampering with established trade by offering old lines dolled up with useless frills, or new items of questionable appeal.

The "Chamber of Horrors"

One sales manager keeps an exhibit of discontinued items. He has a special place in a sample cabinet in the sample room which he has labeled "The Chamber of Horrors." Whenever a salesman complains of the old line and demands something new the sales manager shows him all these discontinued items.

"Everyone of these numbers were looked upon as 'knockouts' when they were first brought out," he explains to the salesmen. One by one he shows the entire exhibit of disappointments. "We thought we had a winner in this one," he will say, "but it simply wouldn't sell. We

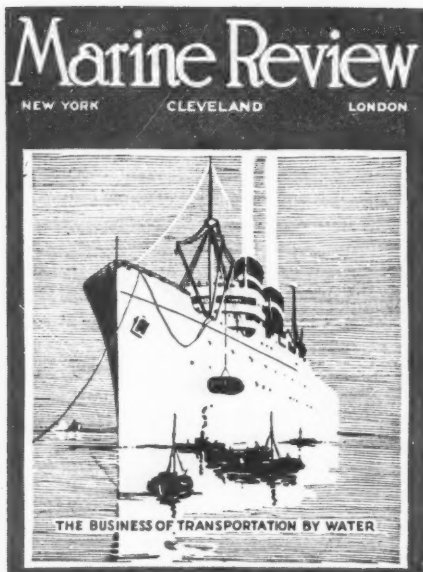
charged up nearly a thousand dollars loss on dies and tools alone when we finally realized that it wasn't practicable. Can you blame us for being just a little skeptical whenever a new line is mentioned? Now we are not exactly mossbacks. Neither do we want to overlook anything worth while, but it is really foolish to think that it is necessary to bring out some new specialty every few months."

This sales manager tells me that the average salesman can be brought to see the company viewpoint when shown this exhibit of past mistakes. He says that the salesmen seldom realize what a large sum of money must be invested in even the simplest item before it is ready for the market. When they see the figures and are told the facts, they are content to redouble their efforts on the old reliable items in the line.

They Hang by Their Own Rope

"One of our star men used to be a veritable pest in his demands for new items," declared one sales manager who discussed this problem with me. "He seemed to have a knack of picking up competitive specialties. Usually he would mail them in with a terse message to the effect that if we were on the job we would have a similar item. On several occasions he conceived ideas that brought him to the home office literally bubbling over with enthusiasm.

"Finally to pacify him we made up a few samples of an inexpensive device which he thought he could sell in vast quantities. Like a child grows tired of a new plaything, he soon forgot all about this marvelous item his brain had conceived in a moment of weakness. He never sold enough of them to pay his expenses for a short visit to the factory. After that he was cured, and whenever I suggested that he push



What does the Marine Field Offer You?

IT'S a billion dollar market with buying needs that are never ending. It's the one major market that can be reached most economically and most effectively for rarely is it possible in any industry to find a business paper with the complete national coverage of Marine Review.

This dominant marine publication parallels the industry itself. It blankets the eastern seaboard where the greatest number of shipbuilding and ship operating companies are found. It's easily the preferred paper on the Great Lakes and it's altogether adequate on the Gulf and West Coasts.

Marine Review enables advertisers to reach through one publication and at one low cost, the officers of leading ship building and repair companies, the executives and officials of the organizations operating close to 80 per cent of the shipping under the American Flag, and a splendidly representative group of officers on board ship as well.

We'll welcome the opportunity to give you any information we can about Marine Review or the field it covers.

Marine Review

ABC Member ABP

Established 1870

NEW YORK

CLEVELAND

some neglected item he usually responded with enthusiasm."

Just before this article was written, the circus played Chicago. I suppose at least a dozen people told me that there was no need to go. "Same old stuff," they said. "After you've seen one circus you've seen them all." Apparently the circus is in dire danger of extinction if we can believe the people who go to it each year. But the Ringlings don't seem to worry. And why should they? People flock to their show in greater numbers each year. Although the same circus has played the same lot every summer in Chicago for a number of years the ten-day engagement was a "sell-out" at every performance except one this summer. And it rained all afternoon on that day. The circus men are too wise to experiment with public preferences. The public has grown to expect certain things of the circus, and I venture the prediction that any innovation, if made at the expense of some well known feature, would meet with instant disapproval.

Ridicule Solves His Problem

Of course there is danger in any line of becoming out of date. The big aggressive concerns employ expert inventors and investigators to check up on competition, present uses and probable future demands in order to keep abreast of the times. They want to be sure that their products are kept up to date, but they are reluctant to invest large sums of money in costly changes or experiments until they know beyond a reasonable question that there is a real need for a new article.

One sales manager has a huge cartoon on his product entitled, "What Our Machine Would Look Like If We Followed Every Suggestion for Improvement." Whenever a salesman claims that competition is about to snow them under with an alleged improvement, he shows this cartoon. The very humor of the drawing takes the sting out of what might be considered ridicule by the salesman making the suggestion. But the more he looks at the drawing the more he is able to see what would happen if everybody's suggestions were embodied in a new model each year.

No sales manager can afford to deprecate the value of suggestions from his sales force. It is not necessary to grow impatient with the many suggestions and demands for improvements and new items. Occasionally a salesman will bring in a real worth-while suggestion. Neither should he let the salesman conceive the idea that the house is becoming "old-fogyish" in not bringing out new items each year. That attitude towards the house is a fatal one for a salesman's ability.

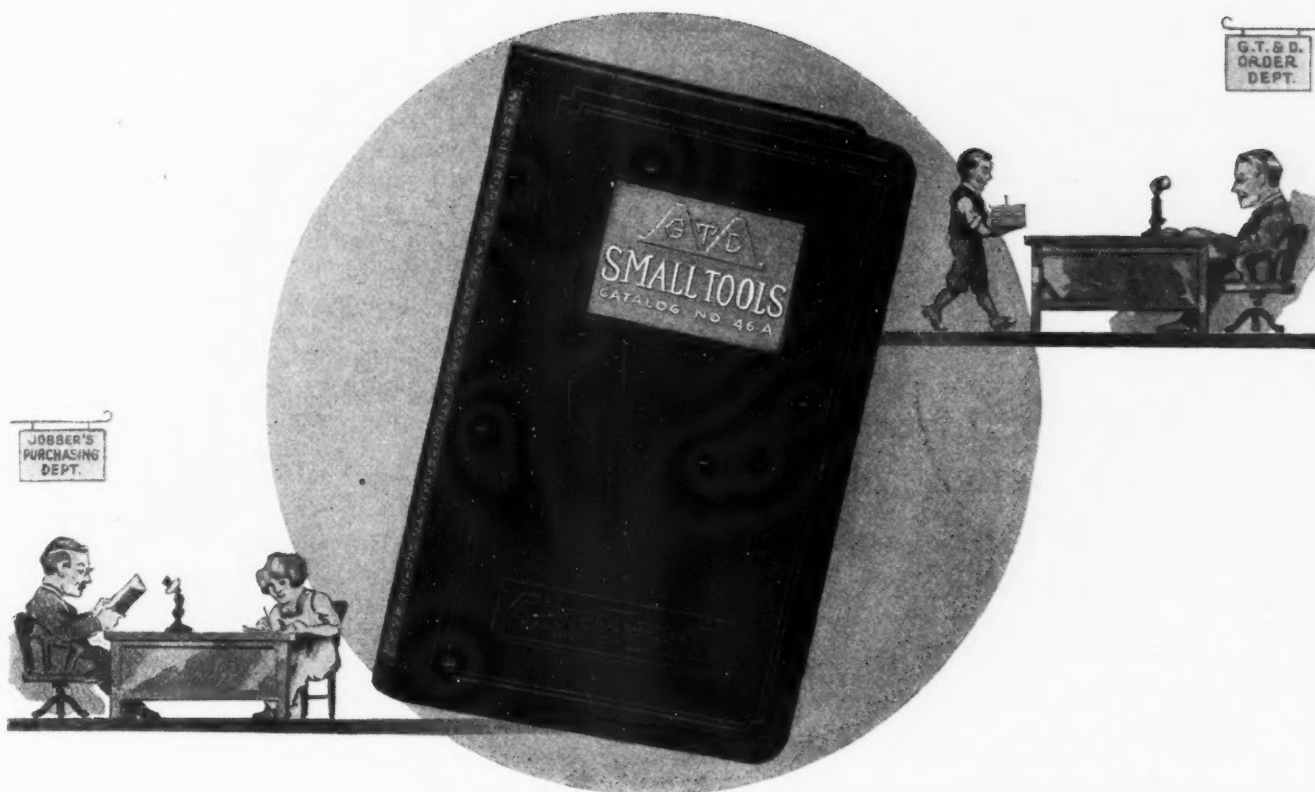
Let the Salesmen Decide

At a sales convention I recently attended, one sales manager used a clever plan for getting rid of the annual flood of demands for improvements and new additions to the line. Towards the last of the program he set aside an hour for discussion of this very subject.

"I wanted every man to keep quiet about new items during the convention," he said in discussing his plan, "but I knew only too well that it was a subject which was sure to come up if I didn't arrange to take care of it in advance. So I set aside an hour for 'Suggestions and Discussions of Improvements to the Line.' I printed a little note to the effect that every salesman with suggestions would be given an opportunity to air them at this session. It kept them quiet until the specified time. Then when the meeting was opened for suggestions I reasoned that for every impracticable idea suggested there would be at least one salesman to object.

The Idea Died Peacefully

"When the meeting started, several men took the floor at once. We had a moment's difficulty in keeping several men from talking at the same time. One man had a sample from a competitive line. He claimed this item was selling like hot cakes in his territory. No sooner than he had made his little talk than another salesman jumped up to inform him that this item was a miserable failure in his territory. Then he explained just what arguments and demonstrations he used to combat this seven-day wonder of our competitor's. The father of this idea saw his child riddled with ammunition from his fellow salesmen. And so his idea died a peaceful death, with scarcely a struggle."



Good Covers Pay on Jobbers' Books

THIS is one of two Molloy-covered catalogs which have proved the value of Molloy Made Covers to the entire satisfaction of the Greenfield Tap and Die Corporation. Through it their line of small tools has been kept before the jobbers of the country. Its effectiveness has been measured by the only reliable standard—the orders that it has brought in.

Molloy Made Covers are the most satisfactory bindings in the world for catalogs and sales books of every sort. Their artistic design and deep embossing command admiring respect from the standpoint of appearance. Their

sturdy durability preserves their contents for years, even against the rough handling which is accorded a shop manual.

Whatever the style of the book you are about to produce, whether you intend to give it loose-leaf or permanent binding, let us submit a design for a Molloy Made Cover which will increase its value to your prospect and to you. We can supply practically any style of ring, string, or post binder for loose-leaf books. And the cost is moderate when the enormously increased effectiveness is considered. Write to us today.

Molloy Made Covers are made only by

THE DAVID J. MOLLOY COMPANY, CHICAGO, ILLINOIS
2857 North Western Avenue

Prospect-Fourth Building, Cleveland
1820 West 38th Street, Los Angeles

300 Madison Avenue, New York
Carlton Publicity, Ltd., London, England

MOLLOY MADE
Commercial Covers  for Every Purpose

ada

We believe we have a practical plan that will make 500 salesmen making 1500 calls a day increase that number to 3000 and do so with greater willingness and enthusiasm. ¶ We will discuss this plan with sales, sales promotion and advertising managers of concerns with national distribution.



THE CAXTON COMPANY

Applied Direct Advertising

Cleveland, Ohio

"It was the same with nearly every other suggestion. There was always a salesman to save me the trouble of explaining just why it would be foolish to follow out the suggestion offered. In one or two cases, ideas were offered which seemed to have merit. We made a record of these ideas and passed them on to the proper department for investigation and further reports. This is the most successful plan I have found for taking the sting out of the company's refusal to be stampeded into bringing out something new to please every salesman's whim and fancy."

This is a problem that is just as big as the sales manager will permit it to grow. If he gives it a little thought and works out a plan for handling it, he will be able to keep all his salesmen happy and still not spend a lot of the company's money in foolish and unnecessary experimenting with new items and useless dingle-dangles alleged to be great improvements.

In handling the problem the one thing to be remembered is that the salesman is perfectly sincere in thinking that the lines need pepping up with a couple of new items. To take an arbitrary attitude towards these suggestions often takes the heart out of a good salesman. The thing to do is to reason with him and talk him out of his own idea or make him forget it by re-selling him the old line.

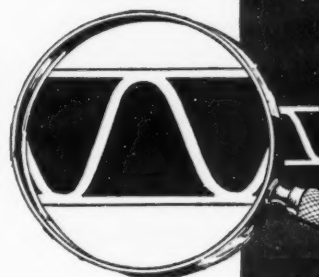
An international church poster competition has been announced by the Poster Advertising Association, Inc., of Chicago. Three prizes, of \$500, \$200, and \$100 have been offered for the best poster depicting the place of the church in the advancement of civilization, and expressing something of the relation of the church to human need.

Any medium adaptable for reproduction in lithograph for a poster may be used, and any number and combination of colors may be used. Entries will be received at the Poster Advertising Association, 307 S. Green Street, Chicago, through December 15, 1924.

Besides the monetary prizes offered for the first three paintings, certificates of award will be given for the next ten paintings which in the judgment of the jury are entitled to honorable mention.

The Strength of MID-WEST Shipping boxes lies in their high resilient Corrugated ARCH Construction

The famous leaning tower of Pisa, 183 feet high, 13 ft. 8 in. out of the perpendicular. After over 1,300 years the arch construction is still intact.



Forty generations of men have come and gone since the famous leaning tower of Pisa was built. The continuous strain, because of its peculiar leaning position, and the torsional shocks of hundreds of earthquakes have failed to destroy or weaken it. Its nearly 200 arches are still intact—a wonderful example of the strength and resistance of the arch.



800 lbs. on a Mid-West waterproof box for two minutes, with the hose turned on. Result—wet, but as good as before.

The increasing use of Mid-West Boxes in your field is entirely due to their filling a need—

BETTER

The hundreds of arches in the corrugated walls of Mid-West shipping boxes have the same proportionate strength. High, straight-sided, resilient, they offer an aggressive resistance to the shock, vibration and pressure caused by rough handling during transit to consignee. Millions have been saved to shippers by the 30% to 70% reduction in breakage or damage the Mid-West box makes possible.

For shipping economy—use Mid-West boxes. They conform to the strictest railroad specifications—even to highest test liners. Your request will bring an expert designer to build a box around your product at your factory—without cost or obligation to you. Write us today.

Our "Perfect Package" Data Sheet is free on request

MID-WEST BOX COMPANY

General Offices

18TH FLOOR CONWAY BLDG.
CHICAGO, ILL.

Corrugated Fibre Board Products



Factories

ANDERSON, INDIANA
KOKOMO, INDIANA
CHICAGO
CLEVELAND, OHIO
FAIRMONT, W. VA.



From Silk Hosiery To Wire Rope

OUR capacity to serve manufacturers is comprehensive. From fire brick to evaporated milk, from liniment to overalls, we are competent and experienced. We advertise them all—and many other widely-diversified products—successfully and continuously. Here's our list:



Autographic Registers—Hamilton Autographic Register Co., Hamilton, Ohio.

Automobiles—Dorris Motor Car Co., St. Louis, Mo., a fine hand-made car.

Bottles—Root Glass Co., Terre Haute, Ind.

Bread—The American Bakery Co., St. Louis, Mo.

Business College—Dakota Business College, Fargo, N.D.

Butter—"Sugar Creek" Butter, made by Sugar Creek Creamery Co., Danville, Ill.

Coffee—Parsons & Scoville Co., Evansville, Ind.

Coke—W. M. Warren Coke Co., St. Louis, Mo.

Commercial Mixed Feeds—The Early & Daniel Co., Cincinnati, Ohio.

Engineering Service (Industrial)—Russell Engineering Co., St. Louis, Mo.

Evaporated Milk—"Golden Key" Milk, manufactured by the Valecia Evaporated Milk Co., Madison, Wis.

Fire Brick—Laclede-Christy, St. Louis, Mo. Their famous "Laclede" brand is the only nationally advertised fire brick.

Flour—Cape County Milling Co., Jackson, Mo.

Ford Fore Doors—Wade-Freeman Mfg., Nashville, Tenn.

Gas Ranges—Quincy Stove Co., Quincy, Ill.

Hats—Harris-Polk Hat Co., St. Louis, Mo., largest manufacturers of felt hats west of the Allegheny Mountains.

Insurance—The American Credit Indemnity Co., St. Louis, Mo., largest writers of credit insurance in the world.

Investments—Fidelity Bond & Mortgage Co., St. Louis.

Lighting Fixtures—Edwin F. Guth Co., St. Louis, Mo.

Liniment—"Merrell's" Penetrating Oil, made by J. S. Merrell Drug Co., St. Louis, Mo.

Medicine—Morris-Morton Drug Co., Ft. Smith, Ark.

Oil Burner—Standard Oil Burner Co., St. Louis, Mo.

Overalls—Red Diamond Clothing Co., St. Louis, Mo.

Petroleum—Imperial O. M. Co., Tulsa, Okla.

Sanitarium—McLain Orthopedic Sanitarium, St. Louis.

Shoes—Friedman-Shelby Branch of International Shoe Co., St. Louis, Mo.

Silk Hosiery—"Humming Bird" Hosiery, made by Davenport Hosiery Mills, Chattanooga, Tenn.

Store Fixtures—Benderscheid Mfg. Co., St. Louis, Mo.

3-in-One Oil—Made by the Three-in-One Oil Co., New York City, and nationally advertised by us for 19 years. The largest bottled oil business in the world.

Underwear—Imperial Underwear Corp'n, Piqua, Ohio.

University—Washington University, St. Louis, Mo.

Wire Rope—Broderick & Bascom Rope Co., St. Louis, Mo., manufacturers of "Yellow Strand" Industrial Wire Rope, the highest quality wire rope in the world. Also "Baseline Autowline," a wire tow rope, the only nationally advertised product of its kind.

No matter what kind of a product or service you make or sell, if it isn't already in the above list we can be of service to you; we can help you make more money. It won't obligate you whatsoever to have us show you how!

CHAPPELOW ADVERTISING CO.

1709 WASHINGTON AVE. ST. LOUIS

527 DIXIE TERMINAL BUILDING - - CINCINNATI

MEMBER
American Association
of Advertising Agencies



The National Grocer Plan for Pushing the Most Profitable Lines

Laying All Cards on the Table Before Salesmen Enables Them to Feature the Right Lines and Earn More Bonus

By D. G. Baird

AN effectual means of encouraging its salesmen to push the lines on which the company makes a good profit in preference to others on which it makes a poor profit, has been worked out and used by the National Grocer Company, Detroit jobber, for the past several years.

The National Grocer Company's plan is, briefly, to pay its salesmen a salary, plus a commission of 10 per cent of the net profit on their sales, and to keep them apprised from month to month of the progress they are making, at the same time calling their attention to the lines that yield the best profits. A statement of each salesman's gross sales, returns, net sales, expenses, rebates and freight, and net profit is given him soon after the first of each month. The credit department also prepares a statement showing the average profit made by all salesmen, the condition of the company's collections, and other information each month, while a quarterly statement classifies goods according to the profits they yield and shows how much of each line each salesman has sold.

Finding the Profit Payers

"Every jobber carries some lines on which he makes a good profit, others on which he makes a small profit, and still others on which he makes little or no profit," Charles E. Behm, sales manager, points out. "Nor is this difference due, in many cases, at least, to differences in the quality of the goods. Many factors enter into the determination of a jobber's margin on a given line of goods, and genuine quality is one of the least of these.

"We are one jobber who is willing to admit that he is in business primarily to make a profit. We realize as well as any other concern that the only way to make a profit—and remain in business—is to sell

quality, give service, and be courteous; and we go as far in these respects as any one, but we go further than some others when we admit that we like to make a profit on our sales. It is mighty fine to do a tremendous volume of business, but a tremendous volume doesn't mean anything unless one makes a profit—as some jobbers have learned to their sorrow.

"These things being true, then, it is only common sense and business principle to sell lines on which we make a good profit in preference to others of equal quality on which we make a poor profit. Our salesmen do the selling, so we put it up to them to sell profitable lines and we give them a personal interest in the matter by basing their own remuneration on profits rather than on sales alone.

Salesmen Know Costs

"The cost as well as the selling price of every article listed in our catalogue is indicated, with the exception of teas and coffee, where the margin of profit is shown instead. The cost prices are in code, of course, and profit percentages on teas and coffee, while in plain figures, would never be thought of as such by any outsider who might examine one of the catalogues.

"Very well, a salesman is selling a grocer a bill of canned peas, we'll say. He opens his catalogue at the proper place and glances down the price list. Here are several brands of peas, listed to sell at the same price. He knows exactly what each brand is, because he has examined an open can in our weekly sales meeting, and he knows that there isn't a particle of difference between one brand on which he sees the profit is so much and on another which he sees yields a better profit.

"Which brand is he going to sell the grocer? Unless Mr. Grocer insists on the low-profit brand—and

of course he doesn't know there is any difference in the profit on the two—our salesman is going to sell him the brand on which the house, and he himself, makes the best profit. The difference may be only a few cents on the case, but he sells many cases of peas in a year's time and when he gets his bonus at the end of the year, he is going to get the reward or penalty for what he has done during the past twelve months.

"We have a sales meeting every Saturday and at this meeting we make it a point to introduce any new line we have taken on. We cut a can, in the case of canned goods, dump out the contents, and pass them around for each salesman to examine closely. We tell them what grade the goods are, how many ounces there are in the can, how they compare with similar goods that we've been carrying, and above all, how much profit we make on this new line. We ask the men what they think of it and if their opinion is favorable and it is a line on which we make a good profit, we tell them all right—go out and push it. If it is not the best, then it at least compares favorably with some other brand on which the profit is not quite so large and we tell them to push it instead of the other.

Effort in the Right Place

"We find, too, that a salesman gets a habit of pushing one brand and sells more of that than any other. He probably got one nice order for that brand and the customer praised it, so the next place he stopped he told the customer what the other customer had said about it, how large an order he placed, and so on; he has that brand in mind and he goes right down the line stocking every one of his customers with it. That is all right, of course, but this brand he is pushing so enthusiastically should be

H. L. Mencken
Theodore H. Price
Earnest Elmo Calkins
Bruce Barton
Norval Saunders
James Wallen

are among those who have had appreciative words to say about the writings of William Feather. Praise from such a jury helps to explain the continuing reader interest in William Feather House Organs—why they yield increasing good will and profits to the companies making use of them.

If you want to maintain friendly contact with your special list of customers and prospects, you will find a unique and effective method in

Your Own Magazine

Edited by WILLIAM FEATHER

It affords you a means of advertising, publicity and good will absolutely different from any method you have used. For creating confidence, building a repeat order business; for maintaining a friendly, calling acquaintance with the utmost economy, Your Own Magazine offers points of superiority over any medium you can employ.

Let Us Mail You a Copy

of a magazine, issued for one of our non-competing client companies. Let it suggest to you how Your Own Magazine, with a name of your choosing and with seven pages of your own business message, might save advertising cost and build sales results for one or more of your products. Write to

The William Feather Company

611 Caxton Building, Cleveland, Ohio

one on which there is a fair margin of profit. If not, then he should push some other brand equally as good and better from the standpoint of profits. When we see that a salesman is featuring a low-profit line in this way, we ask him why and remind him that his own profits as well as ours, depend on his making profitable sales.

"Every quarter we prepare a list of all our lines, classifying the different brands according to the margin of profit on each, and discuss this with the salesmen. In many lines we have a large number of brands that are practically identical in quality and quantity and that sell for the same price, but on which our margin differs. We want the salesmen to know this, so they will make the most of their opportunities as salesmen, and will not merely sell goods, but will sell profitable brands.

Salesmen Prefer This Plan

"We also insist that our salesmen get a better price on split packages. If we didn't keep pretty well behind them, some of them would be breaking packages all the time and selling at the whole-package price."

It is usually a year or more before a new salesman is placed on the salary and bonus plan. Mr. Behm says, and they are always anxious for that time to come, indicating that the salesmen think well of the plan. It is really a profit-sharing proposition, in a way, and one must show himself worthy before he is admitted to the select circle of profit-sharers.

The twenty-three city salesmen in Detroit are paid a salary and are allowed \$50 a month for expenses. This includes upkeep of their cars, which they must furnish themselves, although the company will help one finance the purchase of a car in case he is unable to do so alone. Road men get their traveling expenses in addition, although most of them work out of branches maintained in different cities throughout the territory served.

In figuring the net profit on an individual salesman's sales, his salary and expenses, naturally, are deducted, as they are expenses to the company.

Salesmen earn anywhere from \$5,000 to \$25,000 a year net for the house, of which ten per cent constitutes their bonus.

White Space— PLUS

RECENTLY one of our advertisers remarked to us, "every one knows about TEXTILE WORLD and its value as an advertising medium but not many know about the additional services you people render. Why not tell them about it?"

We are therefore describing below the principal types of service we offer to clients.

Questions and Information. TEXTILE WORLD'S staff answers questions in regard to all phases of the textile industry. Several editors and stenographers are kept busy all the time on this work.

Investigations and Market Surveys. We furnish reports of a technical or merchandising character on the uses, possibilities of sale, buying habits and sales plan in respect to any product in its relation to the textile industry. These reports are prepared by the technical editorial department and are entirely devoid of advertising bias.

Acquaintance With Mill Men. We have on file the records of several thousand practical men experienced in the various branches of the industry, and have many times been instrumental in securing representatives, salesmen or agents for our clients and establishing selling connections for them.

Mailing and Salesmen's Route Lists. Advertisers are furnished with a copy of the Official American Textile Directory which contains all data about each textile manufacturing organization in the United States, Canada and Mexico necessary for the compilation of any kind of textile prospect list. Our services are also available for consultation and advice in the preparation of lists. Every client who uses The Consolidated Textile Catalogs is loaned a printed copy of the distribution list which contains the name and title of the key man in charge of buying for each mill organization.

Textile Advance News. The Textile Advance News is a mid-week special sales service furnished by us and mailed free on every Wednesday to all advertising clients using more than \$200 worth of space a year in our publications. To all others the cost of this service is \$15.00 a year. For 36 years this has been a feature of TEXTILE WORLD'S service to advertisers and it is universally recognized as the most accurate, complete and helpful information service, reporting new mill enterprises, changes in existing organizations and all manner of business and personal items of assistance to a sales department.

Copy Service. For those who do not employ the services of advertising agencies, we offer the facilities of our Copy Service Department which is equipped to handle all details of the preparation of advertising campaigns to the textile field, or to consult in an advisory capacity with those who wish to prepare their own copy. There is no charge for consultation (except traveling expenses when incurred) nor for writing copy. Special art work, cuts and engravings are charged at cost. All of this work is performed within our own organization by a staff of writers and artists who are thoroughly experienced in modern advertising practices, and in addition have made a careful study of sales problems peculiar to textile mills.

What We Do Not Do. Under no consideration will we undertake to make actual sales for clients. We consider such transactions unethical and bad business. We offer to render no service to your competitors which is not equally available to you. There are many instances where we have arranged for a new product to be tried out under actual mill conditions but it is always understood that it is for the purpose of experimental test and is not a disguised sales solicitation.

Textile World

Audit Bureau of Circulations
Associated Business Papers, Inc.

334 Fourth Ave., New York

What Does An Advertising Agency Do for the Money It Gets?

Based on a Chapter in the Soon-to-be-Published
"Dartnell Advertising Agency Guide," 1925 Edition

THE exact length and breadth of agency service is a question that seems to be bothering some of the brethren. During the last ten years we have seen a change in the conception of advertising. Before that time the idea was rampant that advertising was one thing, and selling another, separated by a gulf which could be bridged only by a few learned geniuses who drew their inspiration from Olympus. But now advertising is pretty generally considered as one of the branches of selling, personal selling being another, direct mail a third, etc. And it has been the advertising agencies, more than any other force, that have brought about a new conception of what advertising really is and what agency service should be.

Agency Man Must Be Partner

Copy, art, space are all important, but unless they are correlated parts of a complete marketing program, they fail to perform properly. The agent, if he is to make the hundred-percent-advertising part of the picture look healthy, has had to become more or less of a partner of his client, at least to the extent of studying the client's business from raw material to the hands of the user, and in doing so he cannot help but learn much that cannot be classified under the general heading of "advertising" knowledge. He has become a broker in ideas as well as space. And as Harry J. Winsten, who was a sales and advertising manager for many years before going into agency work, says:

"Ideas just happen in the strangest places and at the strangest times. I remember in particular one idea that really put a silk underwear concern on the map. It came from a copy writer of one of the largest agencies in the country while standing in the hallway bidding the client goodbye.

"As it has been my good fortune for a good many years to be on the other side of the fence as a sales

and advertising manager I can testify to the fact that with every agency I worked there were many ideas forthcoming. In most instances, however, it was a combination of two minds working understandingly with a definite purpose. When I was with the Black Cat Hosiery Company, now the Allen A, one of the best ideas that I know of came from the head of an agency when we were out in the woods just chatting about our various problems.

"If I were an advertising manager again I should seek an agency that would work closely with me and with which I could work to the point that ideas would keep coming and going from one side to the other all the time. When an agency doesn't give ideas to the client it may not be the agency's fault—it may be that the representative of the client doesn't know how to draw out an idea from an agency and may not even appreciate a good idea when one is passed. On the other hand, there is nothing more unfortunate than a real live wire advertising manager trying to function with an agency that doesn't inspire his best work.

Interchange of Ideas Necessary

"Of course, after all, ideas are the lifeblood of business and whenever you find any concern either too lazy, too conservative or suffering from old age to the point that they aren't interested in new ideas you can just count the days or months before a little tombstone is placed over their final resting place in the business world."

No matter how brilliant a man may be, he doesn't have a corner on all of the good ideas in the world, that being at least one thing for which there will never have to be a Sherman Act, and the term "Outside Viewpoint," even when stripped clear of all the buncombe that sometimes surrounds it, remains as a factor which is valuable to everyone. We're just plain blind and dumb

about opportunities right under our noses but which our preoccupation prevents our seeing.

Ernest Elmo Calkins, one of the best-known agency men in the United States, knows the history of hundreds of advertising ideas and merchandising campaigns, and he tells us that the successful method of merchandising Barrett Specification Roofing originated with A. W. Erickson, the advertising agent, the suggestion being that what they sell is not a product but a prescription for roofs, which requires the use of their product.

Ideas That Produced

He adds, "I understand that the idea of selling surgical tape for non-surgical uses for repair work originated with the advertising agent, and so did the many uses for talcum powder which have been advertised for a number of years by Mennen." (Mr. J. Walter Thompson, founder of the agency bearing his name, is said to have "discovered" Gerhard Mennen, back in the early '90s, handing out samples of his talcum from the tail end of a platform wagon to a crowd which had gathered to watch his dancing troupe. Thompson suggested a method of advertising which would introduce the talcum to the nation more quickly.)

Mr. Calkins also says, "It was an advertising agent who suggested to a manufacturer of communion wine the idea of selling grape juice to the public as a beverage, which not only built up that particular business, but brought about the present great trade in bottled grape juice. I know that improvements in packaging of goods, such as shaving sticks, were due to suggestions from advertising agents, and that in a great number of cases the packaging, quantity and other details of preparing the goods were revised and changed by the advice of advertising agents. They have been responsible for twenty years for changing bulk goods to package goods, and the process is going on all the time."

An old saying and true

Straw No. 2

1924 Series

Straws show which way the wind is blowing

And it is also true that the volume of advertising carried by a newspaper year after year in any particular line shows the value of that newspaper for that class of advertising. The Chicago Evening Post carried far less medical advertising than any other paper in Chicago, and the total receipts from installment houses would not pay for the ink to dot the i's in a single issue.

But there are many lines of high-grade advertising from which The Post receives more advertising than any other Chicago daily paper—morning or evening. And there are several very high-grade lines from which The Post receives more advertising than all the other Chicago papers combined—morning, evening and Sunday.

Straw No. 1 gave you the figures on one such line—art dealers. For Straw No. 2 we present the figures for insurance advertising. For the past four years The Chicago Evening Post has led all Chicago newspapers in insurance advertising, and in 1923 carried more than seven times as much as its nearest competitor. It carried 161,714 lines more than all the other Chicago papers—morning, evening and Sunday—as shown by the following list. It carried 205,186 lines more than all the other Chicago evening papers combined. Here are the figures:

POST	- - - - -	226,487 lines
Tribune	- - - - -	29,383 "
Herald-Examiner	- - - - -	14,089 "
News	- - - - -	6,482 "
American	- - - - -	4,460 "
Journal	- - - - -	10,359 "


These figures are furnished by the Advertising Record Company,
an independent audit company.



*It Pays to Advertise in a Newspaper Read by the Class
of People Financially Able to Become Good Customers*

The Chicago Evening Post

**"Chicago's Best and
Cleanest Paper"**



**SALESMANSHIP
AND
SALES PSYCHOLOGY**

**THE SALE
A MENTAL PROCESS**
The Creative Salesman knows that a sale takes place in the buyer's mind and not in his check-book. He knows that his work is to transfer ideas about his commodity or service from his mind to the mind of the buyer. All Creative Salesmen seek to know more about the principles underlying human behaviour and human conduct, so that they can more successfully direct their sales appeal to the instincts, impulses and buying motives of their prospects or buyers.

PRACTICAL SALES INSTRUCTION
Those responsible for the Course and Advisory Service in Salesmanship and Sales Psychology offered by the Shirley Parker Institute, hold unequalled sales records with international sales organizations and their demonstrated ability to pass on to others the ideas and principles which they have so successfully used, is acknowledged by business executives and salesmen all over America.

"INSURING SALES SUCCESS"
All the steps of scientific selling are covered in a very interesting way in this little book. Any sales executive or salesman may have it upon request. The reorganized sales activities of thousands today are being conducted by its outline. It contains many ideas for you about creative and constructive salesmanship. Mail the coupon below.

SALES EXECUTIVES: Write for dates when Shirley Parker and Staff will be in your city for Lecture Activities and Sales Conferences.

**Shirley Parker
Institute**
681 Market St.
San Francisco,
California

SM 2

Send me your FREE Book,
"INSURING SALES SUCCESS"

Name.....
Street Address.....
City.....
Position.....

There is the South Bend Watch. As F. Huber Hoge points out, "You remember that the advertising had been vigorous and aroused a great deal of comment because of the trade-mark and its ingenuity (the watch frozen in a cake of ice) but still the watch was not successful. You remember how Frank Seaman, Inc., suggested a purple ribbon be fastened across each South Bend Watch and you will recall that this single feature turned the company's sales into a real success as measured by profits."

Examples of Agency Service

The Whitall Tatum Company had grown and prospered for seventy-five years without advertising. They perfected a superior hot water bottle, priced right, but it didn't sell as well as inferior bottles made by a competitor. An advertising agent and the sales manager, working as a team, developed a striking advertising idea: a large man standing on the W. T. bottle—"A heavy man can stand on the 'Maroon Special' without causing a burst or leak." The idea carried over the inference that a bottle of such strength would have all of the other qualities claimed for it, and this bottle became a success, and the company's leader.

The American Seating Company worried for years about how to raise the sales of its theatre seats. They couldn't promote the building of new theatres—but with a man from their advertising agency they surveyed hundreds of older theatres and found that most of them needed new seating. An effective campaign was then built around an obvious idea (but no one had ever thought of it before)—"Have you ever sat through an entire show in your own theatre?" In addition to profitable and direct immediate sales the campaign had an immense reflex value; it actually created a public demand for better seating.

The Charles W. Breneman Company of Cincinnati makes Brenlin window shades. In 1905 the company sold a very small percentage of its products under its own brand, while the rest went out under dealers' labels. Altogether, the business was not profitable, and at first it did not seem that the money available for advertising could ever change such unfavorable conditions. Yet

finally the company decided to invest \$4,000 in national space and find out what would happen.

And indeed things did happen. With continued advertising in three or four years sixty per cent of the Breneman product was being made under its own brand, and the unprofitable features of the business had been cut out. Later, virtually all of the output was branded, and the business has multiplied indeed. Yet the appropriation, as shown by advertising estimates, has never been more than \$50,000 a year, and mostly far under it. The Brenlin campaign is a striking example of what a good agency can do with a modest appropriation. In this case the J. Walter Thompson Co. was the agency.

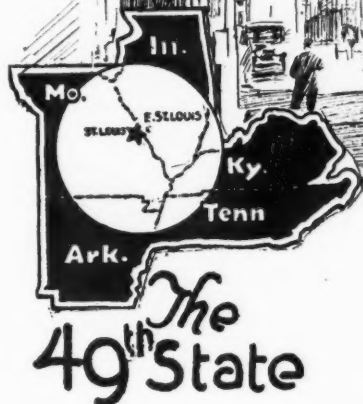
The Stone Straw Company are manufacturers of spirally wound paper straws. They reached the peak of their production in sales during the war. The armistice brought lessened demand and they found themselves with a great deal of wartime machinery on hand and insufficient demand to keep it busy.

Selling an Idea Instead of Goods

It was a case of scrapping machinery or finding some way to stimulate sales in order to keep the wheels going. They consulted the H. B. Green Company, an advertising agency of Baltimore, who recommended a modest campaign which was to get over to the consumer the idea that the best drinks taste best through a straw.

In connection with the campaign, direct mail work was done which resulted in the straw method of serving milk in hundreds of schools as well as an increased demand for soda straws both in confectionery parlors and in homes. This idea has resulted in an increase in business year after year since they started advertising in 1921. While the appropriation has been increased each year, the advertising investment has each year reached a smaller percentage of their gross sales.

The Staybestos Manufacturing Company formerly had no real control of their market because the greatest portion of their product went out under the brand of some jobber or some other so-called manufacturer.



East St. Louis

—Just across the river

Four bridges and The Globe-Democrat connect St. Louis and East St. Louis, making them virtually one great city.

East St. Louis is not just a suburb. It is a well-established, progressive industrial center, touched by 25 trunk lines.

Besides being an important livestock market and meat-packing center, East St. Louis is a big producer of aluminum ware, roofing, paints, railroad equipment, stock feeds, flour, lumber.

East St. Louis reads The Globe-Democrat, the great morning newspaper published in St. Louis. Globe-Democrat advertising directly affects East St. Louis buying habits, whether East St. Louisans shop in St. Louis or in these local stores:

- | | |
|-----------------------------|---------------------|
| 260 Groceries | 41 Drug Stores |
| 5 Building Material Dealers | |
| 11 Hardware Stores | 10 Jewelers |
| 24 Dry Goods Stores | |
| 6 Shoe Stores | 25 Furniture Stores |
| 6 Men's Furnishing Stores | 3 Stationers |
| 43 Confectioneries | |
| 30 Auto Dealers and Garages | |

Globe-Democrat

St. Louis' Largest Daily

We could not be satisfied unless we gave St. Louis her BEST Newspaper.

F. St. J. Richards.....New York
Guy S. Osborn.....Chicago
J. R. Scolaro.....Detroit

C. Geo. Krogness.....San Francisco
Dorland Agency, Ltd.....London

—Add this new commonwealth to your map. It's a circle—radius 150 miles.

Call it "Globe-Democrat Influence." The capital is St. Louis.

The population exceeds 4¼ millions. The wealth is based on a wider variety of natural resources and industry than any other state can show.

The Globe-Democrat serves the entire 49th state. No other single newspaper even claims such coverage.

St. Louis
the City with
\$87,000,000
to spend on
Municipal
Improvements

Sales Managers Save Money

1. One of our clients covers certain sections of the automotive field. If we were in the business of selling mailing lists we would naturally recommend our own even though we might suspect the open market offered a better one. Fortunately for our clients we have only one business and that is to get the client the best results from his direct advertising by buying in the open market the *best mailing list obtainable for his particular purpose*. Possibly this explains why he is getting results that keeps his factory busy on night and day shifts while other plants are working only part time.

2. Another of our clients finds that we save the cost of our fee by getting him better printed matter for less money than he has been able to buy heretofore. How do we do it? Because we have no pet printing plant of our own to influence the spending of our client's money. Buying thousands of dollars worth of printing every month, we get the best kind of service from several competitive printers. Buying in the open market gives us freedom of choice that assures our clients better printing for less money.

3. Still another of our clients uses certain types of processed letters. Tests indicate, for this particular work, that a multigraph letter will pull 1 and Hooven 2 while this process pulled 7. If we had our own pet way of doing letters we'd naturally want to influence the client to use that particular process even though there was a better one for his purpose. Having no side line interests—*except to make the campaign pay our clients*—we buy our letter process work in the open market and where we know we will get the right kind of work for the particular job.

Read our page advertisement on page 1643. Then keep in mind that the only thing we have to sell you is our ability to develop successful direct advertising campaigns fitted to your needs—not fitted to some mechanical equipment which we may have idle and which it would be human nature for us to want to keep busy.

EDWARD H. SCHULZE, Inc.

*More Sales with Less Cost thru
Direct Mail Advertising*

Woolworth Bldg. (37th Floor) New York City

In 1916, following the advice of the Charles Blum Advertising Corporation, they began to advertise, and within three years they established a market for thirty-five times as large a volume of branded brake lining as they had before the advertising was started.

Lincoln proceeded on the assumption that "If we could first know where we are and whither we are tending we could better judge what to do and how to do it." It is that idea which is back of the surveys and merchandising studies which many agencies make, and which are essential in the preparation of a sound marketing plan. If the client already has the information, very well, but if he hasn't it, then the agency or some outside investigating source can profitably be employed to do it for him. Bird and Son found, for example, that their Neponset Rugs and Floor Coverings were not going ahead as fast as they liked—and yet in price, patterns, color and quality the line was good. Then an agency, the Harry C. Michaels Company, stepped in, not with an out-and-out advertising suggestion, but with one which called for a detailed study of the possibilities of the market preparatory to a marketing and advertising plan. Their representatives went into hundreds of homes and made measurements which enabled them to strike approximate averages of the number of square yards of this type of floor covering which might possibly be used in a home, in a community, in a city, in the nation. From that study was evolved a plan which is meeting with real success.

Surveys and Merchandising Studies

Sometimes the outside viewpoint is responsible for changes which seem very slight at first glance, but which ultimately mean the difference between success and failure. It can be illustrated on another Michaels account, Hennafoam. The copy used to read "Hennafoam does not change the color of your hair." Defensive, and mildly apologetic. Women refused to take a chance. Then someone not too close to the business, an agency man, suggested "A touch of henna in the shampoo—to bring out the lustrous beauty in every woman's hair." Aggressive—an objection turned into an argument. It worked. Sales jumped several hundred per cent.

One of the executives of the Blackman Company points out that the dealer, especially if he has an exclusive agency, will often tell an agency man his grievances where he would not voice them to the manufacturer himself, and the same man writes, "It is true that every business is different and has its individual problems. But it is equally true that business people are pretty much the same regardless of the product manufactured. Some of the most successful men in business are those who comparatively late in life swung over to a new business, the details of which were unfamiliar to them. But their knowledge of principles gained in other fields enabled them to do things which the old management never thought of. For instance, in one of the biggest machine tool companies the president had formerly been a coal operator, and the vice president was manager of a big department store. They lifted that business out of the rut better than skilled machine tool men could have done, because they were able to introduce principles borrowed from other fields."

Digging Out New Ideas

Perhaps it is true that business men are pretty much the same regardless of the product manufactured, and most of us are alike in not wanting to admit that the other fellow has contributed an idea which we ought to have thought of a long time ago. Which makes the agency man's life hard at times. The head of the McLain-Simpers organization tells of a case where an agency man began to urge his client to put a certain article into production. The management shook their heads at first, then admitted that there might be a field created, later stated they believed there might be a demand, and at last got into production. A year had passed, during which the agency man had kept on prodding. Sales on this item will amount to six million dollars this year. The management admits that the agency probably helped a little—but they intended doing it anyway and it would have gone through without urging.

But this agency man isn't discouraged. He feels that the contribution of this outside viewpoint, whether he gets credit for it or not, is one of the things he is paid for doing.

Leading the Advertising Advance in Chicago

Of significant interest to all advertisers is the fact that in the first seven months of 1924 the department stores in Chicago's "Loop" increased the volume of their advertising in Chicago newspapers by 278,926 agate lines over the same period of 1923.

The total volume of this advertising in the first seven months of 1924 was 8,461,307 agate lines, of which The Daily News carried 2,873,365 lines—876,119 lines more than its nearest competitor.

Of the aggregate gain by all Chicago papers—278,926 lines—The Daily News gained more than 63 per cent—178,111 agate lines.

By the proportionate distribution of their advertising among Chicago newspapers the Chicago "Loop" department stores indorse the opinion of the majority of Chicago readers, and both adjudge

THE CHICAGO DAILY NEWS
First in Chicago

John O Powers Company

247 Park Avenue New York

Advertising

14 August 1924

John O Powers
President

Edgar Parker
Treasurer

Chicago Evening American
Chicago
Illinois

Attention of Mr W M Newman

Gentlemen:-

We have placed with your New York representative an order for thirteen full page advertisements to appear in four colors on back covers of your Saturday Home Journal advertising Ward's Fine Bread and Cakes.

This campaign in color together with the black-and-white schedule advertising Ward's Fine Bread is, we believe, the greatest advertising campaign ever used in Chicago by any baker and this schedule of color pages makes the Evening American the backbone of the campaign in lineage.

Very truly yours

John O Powers Company



EP/MJ

American Home Journal

"Backbone" of Ward's Campaign in Chicago

When a big advertiser selects a certain medium to serve as the *backbone* of a great campaign, it is conclusive proof that this medium *must* have *pulling power*

When the John O. Powers Company, New York advertising agency, planned to enter the great Chicago market with a campaign for the Ward Baking Company, a complete investigation was made of the local newspaper situation. The Ward Baking Company wanted to reach the housewife with a message about the unusual quality found in Ward's fine bread and cakes. They wanted as complete coverage in Chicago and suburbs as it was possible to obtain.

The American Home Journal, the weekly magazine section of the Chicago Evening American, was selected to carry thirteen four-

color full page advertisements, while the Chicago Evening American was given a liberal schedule of black and white.

Why?

Because the editorial content of the American Home Journal and its splendid treatment of color advertising make it one of the most profitable buys in America. It is nothing more or less than magazine advertising at newspaper rates.

The circulation of the Chicago Evening American dominates the field and reaches practically one out of every two homes within Chicago and its famous 40-mile radius.

What the Ward Baking Company has learned about the American Home Journal and the Chicago Evening American, any advertiser can learn who will take time to investigate the situation

AMERICAN HOME JOURNAL

The Weekly Magazine of the Chicago Evening American

For rate card and sample copies address
W. M. NEWMAN, 1007 Hearst Bldg., Chicago

Eastern Office
2 Columbus Circle, New York



The cottage at Palos where Chicago business men follow their hobby of painting

These Chicago Business Men Balance Work with Play

THE business man has been a much maligned person in the public prints. Column conductors have declared that he lacks humor. Art critics sneeringly say, "What does he know about art?" Visiting lecturers from England elevate their noses and sniff as they claim that the American business man doesn't know how to play, declaring that he is a mere dollar grabber—a crude, uncultured, rough person.

But there is a group of Chicago business men which is proving to the world that those aforesaid critics of the well known tired business man are wrong.

This group of men—160 of them—has formed the Business Men's

Art Club, a strictly amateur organization of business men who do not earn their livelihood through art, but who are interested in sketching and painting.

The purpose of the club, as outlined in the 1924 year book, is "to stimulate the study of art, encourage its members to sketch as a recreation and to promote self culture."

The membership is open to all men of the community, thirty years of age, or over, who enjoy drawing or painting for its own sake.

Among its members there are men from nearly every commercial pursuit—engineers, manufacturers, jobbers, real estate men, piano salesmen, sales engineers, druggists, jewelers, lithographers, doctors, editors, and lawyers.

Once a month these men hold a dinner which is followed by an address, usually by some professional artist who criticises work of various members which is on display at the monthly meeting. An annual exhibition is held at one of the large department stores which donates the use of its galleries for the display which lasts several days.

The past year the club has leased an old farm house from the Cook County Forest Preserve. The house is located in the midst of a "paintable" section of the Palos Forest Preserve, southwest of Chicago, where the members find a restful retreat with many brooks, hills, trees and woods to paint. Several of the members have fitted up

sleeping quarters and installed an "honest old kitchen stove" so that they may "rough it" for several days at a time when the stress of business life demands a short vacation.

In the year book we find the following statement: "Perhaps there are only a few of us who will ever exhibit in big company. But no jury



"The Giant Birch," by Elbert G. Drew, secretary, Chicago Telephone Co.

can take from us the pleasure we have had in the effort; no card of rejection can deplete the spirit of youth which we are laying up against advancing years by exercise of hand and brain. Time comes when business, even big business, loses its fascinations, when the social activity palls and the man with a hobby comes into his own."

And speaking of busy men: the club has a number of them. Among its well known members are C. H. MacDowell, president, Armour Fertilizer Works; E. G. Drew, secretary, Chicago Telephone Company; E. B. Butler, and Frank O. Butler of Butler Brothers; E. F. Selz, of the Selz-Schwab Shoe Company, and Dr. Wm. Hickson.



"A Tower of Tomorrow," by J. R. Terry, of the Elgin Watch Co.



*Advertising
Well Directed*

The S. S. Kresge Company is today one of the greatest and most widely known "chain store" organizations in America.

Its growth—its prestige—and its popularity are based fundamentally on the values which the company offers to its customers—values made possible by buying power and advanced merchandising methods.

Campbell-Ewald Company has had the privilege of helping to acquaint the public with Kresge values—through "Advertising Well Directed."

The Campbell-Ewald organization of 160 people, with resources and facilities of the largest advertising organization between New York and Chicago, and a volume of business placing it among the first ten agencies in the country, is at your service to handle large or small accounts. At any time, anywhere, we'll be glad to talk with you. There will be no obligation on either side.

© C. E. Co., 1924

CAMPBELL~EWALD COMPANY

H. T. Ewald, Pres.
E. St. Elmo Lewis, Vice-Pres.

Advertising

Guy C. Brown, Sec'y.
J. Fred Woodruff, Gen'l Mgr.

General Offices, Detroit, Michigan

New York

Chicago

Toronto

Dayton

Los Angeles

San Francisco

Forward-Looking Sales Managers

*Make this great
plant their Chi-
cago warehouse*



Are your salesmen in this territory losing orders because it takes too long for your product to come to the trade here from your factory?

Have you figured how much of the money that you spend in advertising and sales campaigns is a total loss because your competitor gets the business on the basis of quick delivery from Chicago stocks?

Do you know that many distributors whose factories are at a distance are finding that it costs actually LESS money to make delivery from stocks carried in Chicago's Big Downtown Warehouse than it does to fill orders direct from their factories?

Our plant at the Pennsylvania Railroad's mammoth freight terminal in Chicago, with its unusual storage and rail-traffic facilities, is definitely designed to provide the modern and economical distribution methods that are necessary to assure successful advertising and sales effort.

If you have not investigated public warehousing as applied to the distribution of your product and want to know why enterprising manufacturers the country over find our services an economy and not an expense, write us now. A dollar saved is a dollar made.

Let us know your particular problem in this market. It will receive the considerate attention of a distribution specialist.

Western Warehousing Company

331 West Polk Street, Chicago

"At the Edge of the Loop"

WILSON V. LITTLE, Superintendent

Vauclain Predicts Prosperity for Mexico

**Says Mexican Purchasing Power
Is Increasing Rapidly Each Year**

"IN the three years since I was last there, what amounts to a new Mexico has been born," writes Samuel M. Vauclain, veteran head of the Baldwin Locomotive Works, in a recent issue of Collier's.

Mr. Vauclain has made many trips to Mexico and has sold many locomotives down there—often on credit. He has made two trips to Mexico this year and anent the present situation he says:

"We have extended credit to Mexico for locomotives. That is the best evidence that I can give as to my opinion of the stability of the present government. We think it is good enough to back with money.

"It will surprise most Americans to learn that the average Mexican knows of revolutions only by hearsay. In a very few of the revolutions have any great number of people taken part. A revolution is in the way of being a manner of speaking.

The Mythical "Revolution"

"If three or four criminals barricade themselves in a house and the state police go after them, as now and again happens in our own coal regions, we think of it only as an example of how much some people want to be hanged and not at all as a revolution. The disorders in West Virginia and at Herrin, we took as mere outbreaks of lawlessness, but had these battles happened in Mexico we should have heard of them as desperate revolutionary combats. We take all our news of Mexico in revolution form; if it is served otherwise it is not news."

Mr. Vauclain deplors the fact that so few people from the United States know anything about Mexico. If we except the border towns, scarcely one per cent as many of our people travel to Mexico as to Europe. Hence it is only natural that there should be a vast amount of misinformation floating about concerning our neighbor republic to the south.

"The big news item in Mexico today is not news at all, for it has

nothing to do with disaster," continues Mr. Vauclain in his article. "This big item is that the people are rapidly gaining in purchasing power—which means the end of disorder. The people on the whole are prosperous. On the lines of railway that I visited local freight business has doubled.

"The automobile craze has caught the people hard. Those who have no automobiles are scheming to get them. The number of trainloads of automobiles that I passed was simply astounding. And these automobiles are being bought not only by the rich; they are being bought by the same kind of people as buy them in the United States. Within a few years the Mexicans, by hook or crook, are going to be on wheels.

Mexico Gaining in Literacy

"Poverty is no longer accepted as the natural condition of man. The people are being shaken out of their old acceptance of things and are learning that they can gain nothing either from war or charity, but that they can gain only from work. Naturally everyone has not changed over. The country is peopled by human beings, and a fair share of these human beings look at the world exactly as their fathers before them looked at it. But enough people have caught the new idea to give tone to the mass. Mexico has been a land of unequal opportunity in which foreigners or wealthy estate owners derived most of the benefit from the immense natural resources. The present Mexico is on the way to becoming a land of more equal opportunity. Within five years it is going to become a land of marvelous prosperity.

"Three-quarters of the traffic on the railroad between Vera Cruz and Mexico City consists of goods made in Germany. Next in order come British goods. We sell a large number of automobiles, but that is about all we do sell. Our merchants and manufacturers have not permitted themselves to get a clear picture of Mexico today."

The
Eleventh Convention
of the

·A·B·C·

(AUDIT BUREAU OF CIRCULATIONS)

will be held at the

Hotel La Salle
Chicago

October 16th & 17th

NINETEEN · TWENTY · FOUR

The **DINNER**

NIGHT OF OCTOBER 17th

WILL BE HELD AT

The **DRAKE**

MAKE RESERVATIONS EARLY

We wish our work
to be particularly
well regarded by two
men in every organ-
ization we serve—the
Sales Manager and
the Treasurer.

McJunkin
Advertising Company

Dominant Idea Advertising
Outdoor · Newspaper · Magazine
5 South Wabash Avenue, Chicago

What Advertising Has Done for the American Salesman

Modern Merchandising Methods Have Changed the Old Time Order-Taker to Territorial Executive, Says William J. Boardman

NO man who views advertising as merely a commercial activity can possibly think clearly on the subject. A broader definition must be made; for advertising is applying visibly the two powers of suggestion and persuasion to the end of making the public think as the advertiser wishes it to think.

Let me call to your attention one or two of the indirect results of advertising. Just as the smoker helps to pay for the government of the United States, so the advertisers help to pay for the reading matter of America. One instance will illustrate all. There is a certain weekly publication that is read by at least five million persons. A single copy of this publication costs the publisher twenty cents, and yet he sells it for three cents. It prints articles as worth-while, I believe, as any popular publication in the world. Were it not for a weekly revenue from advertising of a half-million dollars or more, this periodical would be a commercial impossibility. To a greater or lesser degree these facts hold true of all our periodical press. The result is not only an invaluable education of the public, but also an encouragement to the careers of letters and of art.

Advertising is Social Influence

The advertising of razors and of wearing apparel has done more than sell the brands exploited—it has made us a clean-shaven people and a better-dressed people. That heightening of the standard of living which every writer on sociology or on economics names as an outstanding feature of the past quarter-century has been brought about as much by the indirect influence of advertising as by any other single influence.

Thus in the United States advertising is no outside thing that is laid upon the body of business as one lays a scarf on the shoulders; it is rather a part of the bone and tissue of business, because the market is

in the mind. The market is in the mind—that is a truth we are coming to see as a principle. We are asking if the age-old term “supply and demand” should not be modernized into “demand and supply.” We are adding to the old patter “Where the salesmen go, there the goods go, and there the advertising should go,” a new one that runs “Where the advertising goes, there the goods will be known, and there the salesmen should go.”

A little time ago I spoke of advertising playing a negligible part in the sale of raw materials, yet it is worthy of note that in the United States successful advertising has been done for the raw materials—lead, paper, brass, iron, copper, wheat, various woods, leather—and that the advertising phrase, “Say it with flowers,” has entered into the vernacular.

Believes in Advertised Goods

While it is true that there are numerous successful firms in the United States that do not advertise, it is also true that the man who is trying to sell new wares to retailer or wholesaler is constantly met with the disheartening reply, “Create a demand for your goods and we will buy them.” And it is also true that the public has proved none of its habits of mind more conclusively than its preference for known brands.

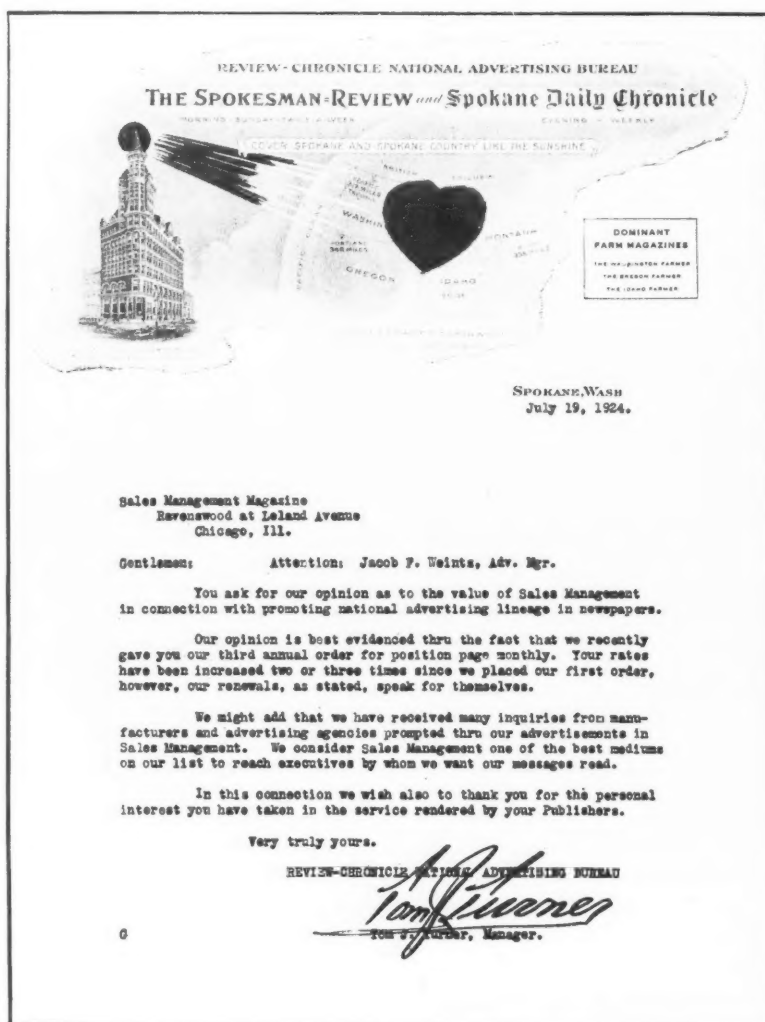
The belief of the public in advertised goods has a firm foundation. All good publishers are watchful lest lying announcements creep into their pages, and many of these publishers guarantee the truth of the advertisements that they print. Furthermore, long experience has taught the public to expect the quality of the wares to bear out the promise of the advertisement, because no wise man who has invested great sums of money in building up popular friendship for his wares will put that investment in jeopardy by petty cheating.

In the development of American advertising, the influence of the frontier again makes its presence felt.

Our older seaboard cities had a start of nearly two hundred and fifty years over the Middle Western cities in the race for manufacturing and commercial success. The manufacturer of Ohio or Michigan was anxious to grow, but he found that his market had a strong preference for wares that came from the Atlantic Coast. With his faith in his goods and his faith in himself, he found this barrier of prejudice most exasperating. Therefore, he set vigorously to work to tell the public the grounds for that faith. The result was that he won markets for himself, and did it so well that out of the Middle West have come several of the most important practices and methods by which the efficiency of advertising has been improved.

Suiting American Needs

Amid the helter-skelter of changing a million square miles of frontier into organized communities, advertising has been a standardizing influence that has been most welcome to the American. Each week one publication reaches one-tenth of all American families, and another publication reaches one-sixth of all the families. When so many persons read the same articles on science, history or politics, there is infallibly a tendency to community of thought among widely separated communities. We are all busy—perhaps too busy—with our daily work, and we like to have our minds made up for us in certain of the lesser matters of life. We like quick decisions and we dislike shopping. Therefore, commodities that are already known, that are sold at fixed prices, and that can be bought in a minute are in favor not only with the shopkeeper, but also with his customers. Unconventional in many ways, we buy the thing that is in vogue. Most of our houses are



A Three-Year Opinion

We asked Mr. Tom J. Turner his opinion of the value of "Sales Management" in connection with the promotion of national advertising lineage in newspapers.

Here is his answer:

"Our opinion is best evidenced through the fact that we recently gave you our third annual order for position page monthly."

"We consider 'Sales Management' one of the best mediums on our list to reach executives by whom we want our messages read."

"One of the Four Best"—

"Mr. J. M. Cleary of The Chicago Tribune uses ten trade papers to advertise The Chicago Tribune display advertising, and when asked what he thought of 'Sales Management' he replied: 'I consider 'Sales Management' one of the four best.'"

Sales Management

1801 Leland Avenue, Chicago

19 West 44th Street, New York

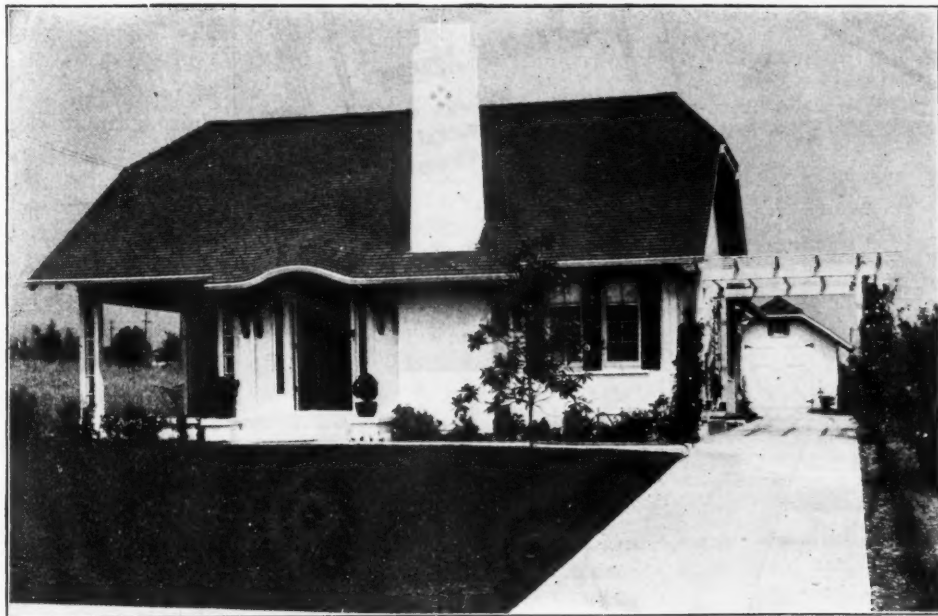
built for us. Our styles are selected for us. In spending our money we want to be told what to do and how to do, then we do it; and while we probably get less for our family income than would the Englishman, nevertheless we save time.

Advertising has become what it is in America because it fitted our needs. Advertising enables the manufacturer to keep his product from being forgotten by far-away customers. Advertising does much of the rough, preliminary work of selling and so saves the time of salesmen for more important work. Where vast areas must be covered, the time spent in traveling is so great that conservation of manpower and man-hours is a necessity.

Salesman Becomes an Executive

Apropos of man-power, it is not so very long ago that advertising was oftentimes adopted by manufacturers and feared by the sales-staff because they thought it would do part of the work of selling, and so lessen the importance of the salesman. In many cases the outcome has been quite otherwise. For increased public knowledge of the goods has made it profitable to apply the fine-tooth comb methods of intensive cultivation. This calls for better salesmen—for men who can not only sell their product to a high percentage of all the shops, but who can also drill those shops into more efficient distribution of the wares. On the whole, the American salesman has changed from foe to friend of advertising because it has changed his work from that of an order-taker to that of an executive or administrator of his territory.

As a parting comment on advertising, I shall give a formula that helps me to picture this intangible power of suggestion and persuasion at work. Let us suppose that I am a manufacturer of men's clothing. I wonder whether or not I am a fool to spend so much money in advertising. How the money goes out is easy to see. But, I ask, how does the money come back, each shilling leading a wee penny of profit? Then I see that my money can come back only when buyer and seller are nose to nose. They may not be physically nose to nose—they may be far apart, telephoning or writing letters to each other, but the relation of buyer and seller



"The home is the hemstring of our universe. Break the home, impair its integrity, and every hope and aspiration we have will be in grave jeopardy"

—E. T. MEREDITH

435,000 better home-makers subscribe to

BETTER HOMES AND GARDENS

Twenty-five per cent have told us they plan to build anew in the next five years. They are all moving towards a common ideal—a comfortable and attractive home-place And they need your product to make that dream a reality

E. T. MEREDITH
DES MOINES, IOWA





Boost Sales Now!

Furnish Your Men These Cards

Quick sales action is needed now to fill depleted stocks. Your men can cover territories quicker—and sell better—with Saunders System cars.

Saunders Drive-It-Yourself System is a chain of 55 branches renting new, splendid running coupes, sedans or touring cars at low and fixed per-mile rates, without mileage minimum or time and driver charges.

The Louisville Gas & Electric Co. says, "It is far more economical than the railroads" in covering its field. The Indian Refining Co. finds costs only \$36 for two full weeks use. A Fuller Brush Co. manager says "Every one of my men have increased their earnings at least \$20.00 per week, by this System, and have done their work more efficiently". The merchandising service of the Peoria Journal states "On numerous occasions we recommend your company to salesmen and advertising men and they, too, were very much surprised with such service at so small an expenditure".

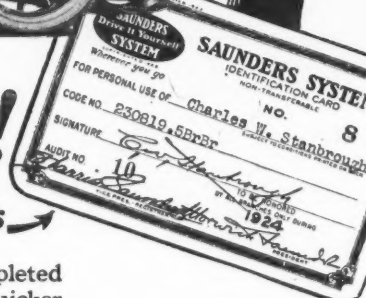
Your salesman drives the car himself, with standard insurance against liability, fire, theft, collision and property damage above \$15.

This System eliminates company car abuses. How it works into your plan is detailed in our manual "Answers to Questions". Send for it, now!

SAUNDERS DRIVE-IT-YOURSELF CO., INC.
Executive Offices: 207 Saunders Bldg., Kansas City, Mo.

SAUNDERS
Drive It Yourself
SYSTEM

Wherever You Go!



Traveler's Identification Cards provide sales cars instantly at any Saunders System Branch

In 50 Cities!

Akron
Atlanta (2)
Baltimore
Bessemer, Ala.
Birmingham (2)
Cedar Rapids, Ia.
Chattanooga
Cincinnati (3)
Cleveland
Colorado Springs
Columbus (3)
Council Bluffs, Ia.
Davenport
Dayton
Denver
Des Moines
Evansville
Galesburg
Houston
Indianapolis (2)
Kansas City
Lincoln, Nebr.
Louisville (2)
Memphis
Milwaukee (2)
Mobile
Moline
Montgomery (2)
Nashville (2)
New Albany, Ind.
Oklahoma City
Omaha (2)
Peoria
Pueblo
Richmond, Va.
Rockford
Rock Island
Sheboygan, Wis.
Springfield, Ill.
St. Joseph, Mo.
Tulsa
Tuscaloosa, Ala. (2)
Washington, D. C.
And Others

is active. Can I reckon with any rightness how often this happens? I have ninety salesmen—and to each are allotted two hundred merchants with whom he is to be in touch by voice or letter every month. Each of these merchants has four salesmen, and they in turn talk about clothing with an average of ten persons a day. I know that these men make a large proportion of the seventy million annual sales of woolen suits, overcoats, coats and trousers made in the United States.

Like the Rolling Snowball

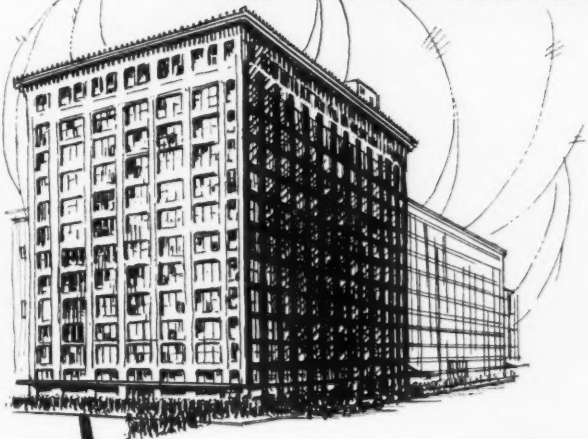
I cast up the number of these conversations on the topic of buying or selling, since the sum will tell me how many times in a year the favorable mention of my name will help my sales. The tally is staggering—millions on millions, and if I add the occasions when the buyer is asking advice of wife or mother or friend, there dimly dawns on my mind why a well-known good name should be linked in the proverb with great riches. If you will thus work out for any manufactured product the number of occasions in the year when the mentioning of its name by seller or buyer would be advantageous, and then give the tiniest money value to each mentioning, you find light on the fact that usually the most lavish advertisers have been the most successful.

The markets of the United States are in most aspects similar to the markets of other countries. Some of the aspects in which they are different grow, as I have tried by brief hints to suggest, from, first, the influence of geography; second, the influence of a rapidly evolving and passing frontier; and third, the influence exercised by the mind of man on the thinking of these markets through the instrumentality of advertising.—"Batten's Wedge."

In a suit against Goodymints of America, Inc., in the Supreme Court of New York, Life Savers, Inc., of Port Chester, New York, have been awarded an important decision in defense of their label design.

It was contended by Life Savers, Inc., that the lettering arrangement and color scheme of the labels used by Goodymints were imitations of and infringements upon the trademarks and designs of the former company.

Department Stores Point The Way To Mediums That Pay



"Figures covering department store advertising lineage provide the safest and sanest guide in the selection of newspapers which produce greatest direct results in sales. * * * The local keepers of the large stores know more accurately which newspapers produce largest immediate sales than any other kind of advertiser or all other advertisers combined."

JASON ROGERS.

Publisher of Advertisers' Weekly, former Publisher New York Globe, organizer of Bureau of Advertising of the A. N. P. A., the Audit Bureau of Circulations, and author of many books on newspaper advertising.

During the calendar year 1923 The Detroit News led all other newspapers in the United States in total volume of Department Store advertising, according to compilation taken from figures given in the August 23, 1924, issue of "The Advertisers' Weekly":

	Lines
Detroit News	6,341,902
Chicago News	6,102,642
Philadelphia Inquirer	5,975,860
New York World	5,822,146*
New York Journal	5,413,132
St. Louis Post Dispatch	5,348,839

*This figure covers Evening and Sunday combined. Additional lineage amounting to 728,558 lines was carried in the morning editions of the New York World

The judgment of department store advertisers in the case of The Detroit News has also been verified by practically every other advertiser who has something to sell the Detroit field. As a result, The Detroit News is first in America so far this year in total advertising.



The Detroit News

Greatest Circulation Week Days or Sundays in Michigan

National Advertising Representatives

I. A. KLEIN, 50 E. 42nd St., New York

J. E. LUTZ, 1110 Tower Bldg., Chicago

Washington Turns Official Spotlight Toward Sales Affairs

Better Packing, Unfair Competition, Furniture Trade Practices and Commercial Bribery Bill All Claim Federal Interest

UNCLE SAM is planning a busy autumn and winter. Many of the new or enlarged activities that are in prospect will have reaction in sales circles. This is the case, for example, with the new movement to induce adoption of better methods of packing goods. The urge behind this crusade is the inspiration of so many other new activities on the government program, the ambition to find ways and means to bring down the cost of distribution. Federal statisticians have figured that tens of millions of dollars of loss results every year from faulty and insufficient packing of merchandise. This item is included, of course, in the overhead of distribution.

In the hope of stopping this leak, three or four different departments of the government will join hands. The Department of Commerce will, of course, take the lead. But, close behind it in the effort is the Forest Service, Department of Agriculture, which has a laboratory fully equipped for the testing of packing materials, shipping cases, etc. The Interstate Commerce Commission will attack the transportation end of the problem and the Post Office Department will look into the opportunities for improvement of parcel post packing. In this most ambitious drive for safety first in packing, the government will have the active cooperation of a number of trade organizations, including the national associations of box manufacturers.

Uncle Sam is becoming positively bold in his advocacy of advertising and energetic methods of sales promotion. J. A. Le Clerc of the Department of Commerce, called upon recently to advise the members of the National Macaroni Manufacturers' Association, told the conferees that they must follow the example set by other food manufacturers and advertise. He pointed out that macaroni has the strongest of selling

points, notably the fact that it keeps almost indefinitely without deterioration, its ease of transportation, its high food value, its easy adaptation to combination with other foods, and its cheapness per unit compared with other foods. But these qualifications, Mr. Le Clerc pointed out, are of little value unless the industry adopts a sales policy that will bring the advantages of the product to the attention of the main body of possible consumers.

Sales managers who have not felt very deeply pro or con on the proposition of the League of Nations may change their minds when they hear the news, transmitted to Washington this month, that the Economic Committee of the League has assigned experts to draft articles for an international convention on unfair competition in business. The plan is to persuade all contracting countries to apply uniform penalties for fraudulent or misleading use of trade-marks, or trade designations other than trade-marks, such as names, firm titles, headings of printed matter, etc. Especially progressive is the proposal that signatory states refuse to register (or cancel if already registered) any mark which is notorious in trade as a mark owned by a national of another state.

The forthcoming trade practice submittal at which the furniture industry will, under the auspices of the Federal Trade Commission, undertake to work out what might be termed a code of sales ethics, will have especial interest for sales managers in general because of some of the practices that will be placed on trial. Conspicuous among these is the sales strategy whereby furniture concerns convey the impression in advertising and in sales talks, that purchasers, in buying from them, are saved the profits of middlemen. The Trade Commission has already indicated that it will not stand for

representation that a seller in any line is a manufacturer when such is not actually the case. The council of war in the furniture industry is to take up a practice that is coming to be looked upon at Washington with almost as much suspicion—pretense that a merchant is buying in channels where he saves the profits of wholesalers, jobbers, brokers, etc., when in reality his resale or retail prices are substantially the same as charged in other quarters for goods of the same character and quality.

An unheard of governmental project which has gotten well under way without attracting from sales executives the attention which it really merits, is the study of margins in merchandise distribution which is engineered by the Division of Cost of Marketing of the United States Department of Agriculture. The project is concerning itself particularly with the spread between wholesale and retail prices and the effort is to establish equitable relationship between service to the purchaser and the gross profit of the distributor. The interest of the Department of Agriculture in all this is to promote the consumption of products of the soil by bringing down the cost of distribution. Specific foodstuffs are watched at representative outlets, meat products being among the first, also bottled milk, bread, etc. The quest is, however, for the determination of basic principles in distribution, so that marketing executives in all lines may be repaid if they watch from the side lines.

Population quotas for retail stores is one subject that has not heretofore had proper attention but which is a subject of study in this project. Uncle Sam is undertaking to find out the minimum population that is necessary to support a retail store of each class and enable it to make money. Already the Cost of Marketing Division has, by first-hand investigation in representative

GOOD HOUSEKEEPING & STRATEGIC MARKETING

"LET IT BE remembered that often the advertiser is likely to tire of his make-up long before the public does.... he sees it much more. Maybe Napoleon sometimes yearned to give his old clothes to the poor. And one has frequently heard of celebrated actors and novelists who grew weary, at times, of themselves as the world loved them. In a word, let us who would make ourselves memorable hitch our wagon to an idea, and follow that idea as it were a star." —Robert Cortes Holliday in *Advertising and Selling Fortnightly*



No. 11 [If you have not seen numbers 1 to 10, we will gladly send them.]

Someone remarked at the recent London Advertising Convention, "Building an advertising character is just the same as building a human character." We believe, however, that the building of the former is a bit more difficult, for a person's character seldom touches upon the millions that an advertising character does.

—GH—

FOOD accounts totaling 71 were carried in *Good Housekeeping* during the first six months of 1924. Next nearest woman's publication carried 65.

—GH—



The Kansas City (Mo.) Star of July 12th gives the following program for the married man the first five days after his wife goes away for the summer:

1. Sends electric curling iron.
2. Sends GOOD HOUSEKEEPING for October, 1923.
3. Sends pattern for baby's rompers.
4. Sends crochet needles, beads and book of instructions for making beaded bag.
5. Gathers up all loose sewing and toilette articles lying around in wife's room, and sends them in box.

—GH—

HOUSEHOLD EQUIPMENT accounts totaling 152 were carried in *Good Housekeeping* during the first six months of 1924. Next nearest woman's publication carried 83.

—GH—



"Success, as someone so pertinently observed, is nothing more than doing what you can do well; and doing well whatever you do, without the thought of fame."

"The story of Good Housekeeping Institute is made especially interesting because it illustrates this formula so completely. Success came to the Institute because it accomplished as well as it knew how the work it elected to do. And fame came because at no time was there any thought of fame."—From the foreword in "The Story of Good Housekeeping Institute."

The manufacturer of a condiment has cashed in strongly on the influence of *Good Housekeeping* as a household buying guide. Against the competition of three well-known and highly-rated women's magazines, *Good Housekeeping* pulled more inquiries than the three others combined. It is safe to say that such reader influence will benefit your sales.

—GH—

For twelve months now *Good Housekeeping* circulation has been over the million mark.

—GH—

According to Radio News, there are 11,200,000 homes in America without automobiles, and 12,800,000 with automobiles. A good portion of these homes without are going to have cars soon. A good portion of these homes with are going to have their cars exchanged for new automobiles. *Good Housekeeping's* circulation stretches over both these classes with an influence that leads to the buying of merchandise advertised in *Good Housekeeping*.

—GH—

BUILDING MATERIAL accounts totaling 56 were carried in *Good Housekeeping* during the first six months of 1924. Next nearest woman's publication carried 18.

—GH—

663 out of 2790

Because more than half the population lives in only 2790 places of all the 131,000 places in the country—

And because the remainder comes in from its farms and rural communities to do most of its shopping in these points, retail stores are concentrated almost entirely at these 2790 cities, towns and villages.

Some of these places are more important than others; so much so that 70% of the total retail business is being done in only 663 of these 2790 places. Do you know where these 663 trading centers are?

Knowledge of conditions such as these make marketing questions simpler. The Marketing Division of *Good Housekeeping* will be glad to confer with you on your problems.

The Franklin Baker Company testifies: "In the last few months we have had very definite evidence of *Good Housekeeping's* pulling power.

"Our March four-color page featured an offer of a free can of our new Southern Style Coconut. In a little more than three months from the time of this insertion, we received 25,000 requests. These results were far beyond our expectations."

—GH—

When arranging the physical appearance of an advertisement, attractiveness must be uppermost in the mind of the advertiser. People buy magazines and newspapers to read fiction, articles and news, not to read advertising. Therefore, your advertisement must appeal to the reader the minute his eye lands on it. It must even draw the reader's eye from another point on the page, and hold it there. As Advertising Technique puts it: "People are wary; ad-shy, so to speak. If you want to talk to them, you must first lure them within range. Then be careful not to do anything to scare them away again."

—GH—



A wood product association recently wrote us: "It may interest you to know that in our advertising, *Good Housekeeping* has consistently led the woman's field and has done so by a very appreciable margin. As a matter of fact, it detaches itself from the list of women's and general magazines, and shows returns that classify it with the several magazines that devote themselves exclusively to interior decoration and landscape gardening."

—GH—

HOUSEFURNISHINGS accounts totaling 71 were carried in *Good Housekeeping* during the first 6 months of 1924. Next nearest woman's publication carried 55.

—GH—

Again we quote, Advertising Technique: "In no other profession does there exist a greater need for more good book reading than in the advertising profession. First, from a recreational standpoint; second, from a point of interest; and third, from the importance of having 'shop spoken to him' by the acknowledged leaders and connoisseurs of his chosen profession."

This page, appearing now and then, is published by *Good Housekeeping* in the interests of better advertising and marketing. Address, 119 W. 40th St., N. Y.

"Whoopee!" *Shouts the Farmer--*

Prices of farm products going up; prices of commodities coming down. Why shouldn't the farmer be jubilant?

Wheat's back to the 1921 price. Wool's up 100%. Beef's higher than last year. Butter and eggs are up. Higher prices for hogs this Fall. Seven billion pounds increase in milk production over 1922.

What a comeback for the farmer! And what a wonderful sales opportunity it presents!

You can just bet that Father, Mother, Lillian, Tom and Ed will have things THIS year. They want your stuff. Tell your sales story to them in the hour of their prosperity. Don't let them forget you now. Out of sight is out of mind, you know.

Come on—let's get busy with the farm paper advertising. We're right on our toes, ready and eager to supply ideas, good copy and striking designs. You'll be more than satisfied with the quantity and quality of our service.

Put a letter in tonight's mail or call us on the phone. Our number is Back Bay 9592.

MORGAN ADVERTISING AGENCY

**PARK SQUARE BUILDING
BOSTON MASS.**

Member
American Association of Advertising Agencies
National Outdoor Advertising Bureau

stores (where it installed its own bookkeeping system) ascertained some interesting facts. One is that in the case of stores handling food-stuffs, high rent locations are seldom justified. Another deduction is that sales managers who have been predicting the return of the small store are likely to be all wrong. In a recent canvass of hundreds of stores in New York, Chicago and Cleveland, the cost of marketing specialists found that the one-man stores were exacting margins of 24 to 26 per cent and in some instances were attempting to force their margins above 28 per cent, whereas the large store around the corner is keeping its operating expenses at 20 per cent of sales, or even less, and is doing that largely because it is possible to obtain more continuous and more efficient service from the sales force.

What portion of a seller's trademark is most likely to be retained in the mind of the public? On this question hinged the decision, this past month, of one of the most hotly-contested cases that has occupied the attention of the Patent Office. Incidentally, there is a lesson for all sales managers as to the wisdom of making sure of exclusive possession of the focal point of a trade name. The duel just concluded was between two manufacturers of candy, one of whom markets his wares under the name "Dreams" while the other took "Dreamland" as a trade mark. The latter was denied standing as a legal trade-mark. The first assistant commissioner of patents, to whom the controversy was appealed, reasoned that each mark would impress the casual customer with the word "Dream." The termination, or extra frill, attached to the latter mark would not be likely, he thought, to be retained in the mind of the public. Only "Dream" would stick and that would mean confusion between two rival products.

A falling off in the receipts of the government and apprehension on the part of officials of the United States Treasury that existing sources of revenue will not provide sufficient income, has caused the national farm organizations to bristle with resistance to any idea of a general sales tax. It is no secret that Secretary of the Treasury

Mellon will again suggest to Congress at its next session a rearrangement of the Federal tax program along the lines of what has become known as the "Mellon plan." Lobbyists for the organized farmers are letting it be known thus early, however, that they will fight tooth and nail against a general sales tax, a lessening of surtaxes, or anything else which will result in the heaviest proportionate taxation falling upon the individual who is obliged to expend practically his entire income for the necessities of life. By the by, another proposal that is to be pushed at the forthcoming congressional session is the mark-up of rates on all classes of mail and advance in fees for all forms of postal service in order to foot the bill for an increase of the salaries and compensation of postal workers. President Coolidge, who vetoed the last salary increase bill, has intimated that he may give approval if the plan comes back with a provision for raising the extra money needed to finance the readjustment.

One of the interesting bits of gossip floating around Washington is that the bill aimed at commercial bribery, which is now pending in the 68th Congress, may be redrafted or amended so as to strike more specifically at the use in sales of spiffs, secret commissions, push money, etc. It is no secret that the Federal Trade Commission is considerably exercised over the practice known as "hidden demonstration." In the case of the toilet goods trade, the commission has approved a treaty by the members of the trade association occupying that field whereby all demonstrators, paid by manufacturers, will wear badges proclaiming the connection. But the federal body looks upon even this attempt at the purification of demonstration as very much of an experiment and a "trade practice submittal" may yet be called with the idea of outlawing entirely this practice. As for secret commissions, push money, and the payment of salaries to retail sales people by manufacturers or jobbers, the whole idea of subsidized selling is obnoxious to the trade body, although no means has yet been found to bring reform. In this last we find the explanation of the plot to put more teeth in the anti-bribery bill. One

One Million Dollars' Worth of Business from a Sales Letter

IN the center of this advertisement we reprint excerpts from the client's own letter reporting this result. The letter was not written to us but to a third person. The client kindly sent us a copy. If you want names and facts we'll furnish them.*

Remarkable as this result may seem, there is hardly a week goes by but what some client reports equally unusual returns from sales plans created by Edward H. Schulze.

Take the case of the New York department store which secured 9,000 charge accounts from a single mailing to 30,000 picked names. In six months these 9,000 accounts purchased in excess of a million dollars in merchandise. Cost of campaign \$3,400, including our fees of \$1,000, which, in view of the results, were exceedingly moderate.

Or, take the entirely different problem of a New York publisher who retained Mr. Schulze to work

out some new sales plans. He has already secured a profit of fifty times the \$500 fee. (Names and facts on request.)

Or, again, take the case of a manufacturer who began with an investment in sales promotion of only \$1,500. Today that client is spending \$20,000 during the so-called dull(?) summer months because of the successful returns from a small try-out campaign.

Or, the New England manufacturer, whose problem of securing quick acceptances from less than four hundred prospects resulted in \$65,000 immediate sales from a campaign costing

\$600 (including our very moderate fees of \$200).

When you want more sales in less time at lower cost, put your problem up to Edward H. Schulze. You'll save money in the long run and you'll be doing justice to your good product or proposition.

(Name on request)

Gentlemen: June 30, 1924.

The Salesmanager of said "McCarthy, I don't like to call you a d— l—, but you never got the percentage of replies you claim from this campaign."

It was to a list of approximately 1,800 names or under, copy prepared by Mr. Schulze, of Educ. H. Schulze, Inc., Woolworth Building, N. Y. C., and brought a potential Million Dollars in business, of which we took approximately one hundred thousand and hold the remainder for later sales . . . reason, seasonal.

Fortunately, I had the names and signatures with me on return cards which elicited the response—"That's writing copy."

.....(Name on request)

EDWARD H. SCHULZE, Inc. *Direct Mail Advertising*

Woolworth Building 37th Floor New York City

*Estimate Mr. Schulze's ability to produce results by reading his popular book, "Making Letters Pay"
Sent on 10 days' free trial. Price, \$5.20, postpaid*

In Advertising Clientele Counts Most

Into the homes of practically every business man, stockman, farmer and other citizens who possess purchasing power in a territory WHERE ADVERTISING BRINGS RESULTS go the

EVERY MORNING AND SUNDAY
San Antonio Express

EVERY EVENING EXCEPT SUNDAY
SAN ANTONIO EVENING NEWS

EVERY TUESDAY AND FRIDAY
Semi-Weekly Farm Express

These three newspapers, all the product of the Express Publishing Company of San Antonio, Texas, cover a field for the National advertiser that has no counterpart in market productiveness in the United States.

Southwest Texas has never had a more prosperous year. Unusually large crops give every farmer, truck grower and ranchman great returns.

Every one in this rich section has money this season for luxuries and necessities.

Now is the opportune time for the National advertiser to reap a golden harvest by meeting the wants of these people upon whom the sun of unprecedented prosperity is shining; and these people look to the columns of these newspapers for guidance in their purchases.

**San Antonio Express
San Antonio Evening News
Semi-Weekly Farm Express**

THE JOHN BUDD COMPANY
National Advertising Representatives

NEW YORK
SAN FRANCISCO
LOS ANGELES

CHICAGO
ST. LOUIS
ATLANTA

SEATTLE

school of thought at Washington holds that the bill, as now drawn, can be employed to put an end to the giving of commissions, spiffs, P. M.'s and other inducements that work to the disadvantage of competitors who do not thus bait sellers. Another school of thought is fearful lest the bill as it stands is not broad enough in its application. Hence the suggestion that a new version be substituted before Congress places any measure on the calendar.

After a slow get-away and after having become, in a sense, a "graveyard of reputations," the Division of Domestic Commerce of the Department of Commerce is getting ready to issue, this autumn, a number of reports on investigations of current problems in merchandising and distribution. No reports are promised as yet, on two of the heralded investigations that are of particular interest to sales managers—sales quotas and market saturation. Retail store problems will have first call. "Budgetary Control of Retail Stores" is the title of one prospective best seller. Other studies not yet completed but which are counted upon to yield reports during the winter are "Community Advertising," "Retail Store Location" and "Cancellations and Returns of Merchandise."

The feeling at Washington, deepening as the specialists dig deeper into the subject, is that the cancellation evil, is, after all, the one distributive problem that is most in need of expert analysis, and perhaps some corrective missionary work as well. According to the information that is coming in, the cancellation and return-of-ordered-goods evil is by no means merely the temporary post-war evil that it has been charitably painted. It seems that it has become a habit in too many quarters and not even the fad for hand-to-mouth buying has corrected it, as optimists hoped would be the case. The task before the Department of Commerce is first to ascertain in what lies the temptation to cancellation and then to seek means to discourage repudiation of obligations. That the government will have the support of forces that are powerful to aid is indicated by the sentiment in the National Association of Retail Clothiers and other national bodies of retail merchants.

Too many sales managers do not manifest their interest early enough when Uncle Sam sets out to ascertain what markets exist abroad for their particular lines of products. Practically all investigations of overseas markets for American-made goods are made through questionnaires which are scattered over the earth, to be filled out by each consular officer of United States commercial official on foreign service. These questionnaires are invariably submitted in preliminary form to the business men who it is presumed will be interested in the information to be extracted. But too often, the executives appear to be too busy to go over the skeleton form and make suggestions that would improve it. These self-same executives are, however, the first to wax indignant when the data on market possibilities begins to come in from the official reporters overseas and is found to be lacking, perhaps, on some minor points in which the individual sales manager here and there may be particularly interested. Disappointments will be spared if sales managers will, at the first warning of a new market survey, communicate to the United States Bureau of Foreign and Domestic Commerce, their ideas as to the ground that should be covered and the leads that should be given to the official reporters.

This month sees an important addition to the sales practices that have been formally disapproved by Uncle Sam. The "cease and desist" order issued against the John C. Winston Company of Philadelphia is worthy of every sales manager's time for careful perusal because it puts under the ban a form of "combination offer" that has been extensively employed to stimulate sales. The order of the Federal Trade Commission denounces as illegal, representation to customers that any part of a combination offer is in fact or in effect given free of charge when the recipient must pay a consideration for the whole or some element of the combination to be entitled to receive the alleged gift. This order substantially serves notice that a "combination" cannot be offered when the price charged is the regular price for the items that are included in the offer.

This Greeting Card Combines Sentiment and Utility

A Christmas Card Plus
A Blotter That
Lasts All
Year



What Did You Do With
All the Greeting Cards You
Received Last Christmas?

You don't remember? Neither
do YOUR customers. One
glance and the life of a paper
greeting card is ended.

But here is a greeting card that
lasts all year. A beautiful,
highly polished, four-color
process, celluloid greeting
card with three thick blot-
ters attached to make it
useful. Plenty of space
for your advertisement
and greetings.

Send Us Your Inquiries for

Bullet pencils, indoor signs,
match box covers, paper weights,
souvenirs for conventions. We
manufacture a truly complete
line of celluloid advertising
specialties and signs for dealer
helps, mail enclosures, conven-
tions, exhibits, etc.

G. Felsenthal & Sons.

MANUFACTURERS OF
CELLULOID ADVERTISING SPECIALTIES
AND SIGNS

1405 Hudson Avenue, Chicago, Ill.

All year long this greeting card
blotter will work for you on
the desks of your customers
building up good will—re-
minding every customer of
your thoughtfulness.

It is inexpensive enough to
send to your entire list. Costs
no more than an ordinary
paper greeting card that lasts
only a minute. Slip it into a
number ten envelope and it is
ready to mail; one cent postage
is enough.

Complete assortment of new
designs for the coming
holidays is now ready.
We'll gladly send samples
and prices to executives
of rated concerns. If you
write immediately we can
guarantee delivery in time
for the holidays.

JUMBO CALENDAR CARD, SHEPHERD DESIGN



GREETINGS
OF THE SEASON

PEOPLES TRUST & SAVINGS BANK

GALESBURG,
ILLINOIS

ACTUAL SIZE

THIS SIDE FOR YOUR GREETINGS

Just Picture Your Ad on This Jumbo Calendar Greeting Card

You've seen these Jumbo Calendar Cards under the glass tops of your customers' desks—tacked on desk slides, on the outside of pigeon holes, and in a dozen other places where the advertisement and greeting is in sight all day and used all year.

Four-color process design (as above) radiates the Holiday spirit and makes friends for your house—the year-at-a-glance calendar on the other side insures the life of your advertisement for an entire year.

And it all costs less than a typewritten letter. Furnished complete with your advertisement or greeting on both sides. Easily mailed in an ordinary number ten envelope, or we will furnish special envelopes if desired.

See this item before you buy your Christmas good will remembrance for your customers. Samples and prices are ready. Gladly sent to executives of rated concerns.

G. Felsenthal & Sons.

MANUFACTURERS OF
**CELLULOID ADVERTISING SPECIALTIES
AND SIGNS**

1405 Hudson Avenue,

Chicago, Ill.

PEOPLES TRUST & SAVINGS BANK
GALESBURG, ILL.

SAFETY

COURTESY

EFFICIENCY

1925																							
SMTWTFS								SMTWTFS								SMTWTFS							
JAN								FEB								MAR							
..	1	2	3	4	5	1	2	3	4	5	6	7	8	1	2	3	4	5	6	7	8
4	5	6	7	8	9	10	11	8	9	10	11	12	13	14	15	8	9	10	11	12	13	14	15
11	12	13	14	15	16	17	18	15	16	17	18	19	20	21	22	15	16	17	18	19	20	21	22
18	19	20	21	22	23	24	25	22	23	24	25	26	27	28	29	22	23	24	25	26	27	28	29
25	26	27	28	29	30	31	29	30	31
APR								MAY								JUN							

THIS SIDE FOR YOUR ADVERTISEMENT—

12 MONTH CALENDAR INSURES A YEAR'S LIFE FOR YOUR AD

Manufacturers of

Radiant
Reflex
Signs,
Tape
Measures,
Vanity Cases,
Bullet Pencils,
and a truly
complete
line of
Celluloid
Advertising
Specialties
and Souvenirs.

Developments in Scientific Methods for Selecting Salesmen

By H. G. Kenagy

Sales Research Department, Procter & Gamble Distributing Company

The Second Article of a Series

THE mental factors involved in the problem of selecting salesmen are elements which have not yielded much so far to scientific investigation. The human mind is extremely complex and variable. This fact has not deterred the phrenologists and other brands of fake character analysts from coming forward with their infallible intelligence and mental "faculties." There is enough of observable truth in their schemes to make them plausible, and sometimes the originators themselves are really good judges of character and ability. But the preponderance of misstatements, extravagant claims and unscientific methods which characterize such schemes brand them as unworthy of confidence.

Thorough-going scientists who have for years been experimenting on the analysis and measurement of mental abilities, go to the opposite extreme and are very modest about their discoveries. They are so conscious of how little they have learned in comparison with how much must be learned, that they hesitate to publish their meager results. But business is not content to wait for practical results until the scientists have worked out fully satisfactory and complete systems. It wants to use each grain of truth as it is discovered. So we see creeping into the human side of management, in the sales field, as well as in the industrial field, personnel methods developed from the best that the psychologists, physicians, sociologists and other scientists have worked out.

A number of sales organizations are using

mental tests in selecting salesmen. Perhaps a minority of these are doing it in a careful, scientific manner. The results which have been secured to date are meager, but they warrant a statement of the possibilities involved and a discussion of the fundamentals of method.

Perhaps the best known type of test is the general intelligence or mental alertness test. This should not be confused with the Edison questionnaires or other attempts to measure the amount or quality of information an individual possesses. One of the best known examples of intelligence tests is the army (Alpha) test, which was used very successfully in classifying the personnel of the army and selecting individuals for admission to officer training camps. Tests of this sort are being used effectively today in many large business concerns. True, many controversies are being waged over the validity of intelligence testing and the claims of some of its proponents, but a great deal of solid, thoroughly scientific work is being done and some of its results are being turned to

practical use in the sales field.

The army examinations showed that it is possible to classify different occupational groups according to the amount of intelligence possessed by members of the groups. Chart E, adapted from published reports of army test results, lists twenty separate occupational groups which show a progressive rise in the amount of intelligence possessed. The difference in intelligence levels between the ends of the scale is extremely marked.

Salesmen are not included in the occupational groups, because there is almost as much difference between the various types of selling as there is between the occupations shown. We should expect, and we actually find, a wide variation in the average intelligence scores of various sales groups. Chart G shows the actual intelligence levels of eight groups of salesmen in various lines. Beginning with sales engineers, who have an average score of 102 in the particular test used, we drop by regular steps to the extremely low level of thirty-three points scored by persons who sell over the counter in a certain department store.

It follows from the above statement of differences in intelligence levels, that there is a more or less clearly defined range of intelligence suited to success in each type of selling. It has been demonstrated, certainly, that a high level of intelligence unfits a man for some types of sales work. This does not mean that high intelligence is a handicap in selling, necessarily, but that the chap with the superior mind will not

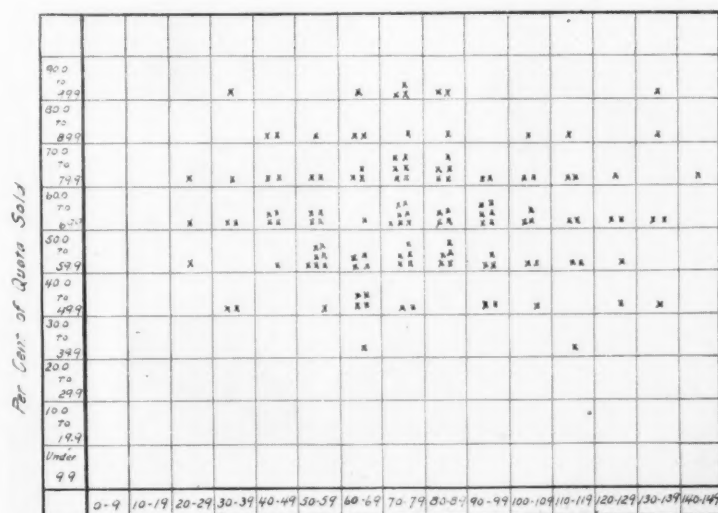


Chart C. Relation of scores in intelligence test to per cent of quota sold. Each cross stands for one individual

remain content with the routine and petty details which are a part of some sales jobs. This fact was clearly proved in the experience of a well-known eastern manufacturer of food products. The company gave a standard intelligence test to all of its salesmen gathered at the annual convention, and compared the resulting scores with the service records of the men. The result is pictured in Chart D. The average length of service of the highly intelligent group was only fifteen months, while that of the less intelligent members was almost five years. Clearly this company could secure a much more stable sales force by carefully measuring the intelligence of the applicants.

In the face of the above statements about the proper intelligence level for various sales jobs, it may seem paradoxical to say that there is little relation between the amount of intelligence a man has and his success as a salesman. This simply means that intelligence, considered alone, is not a highly important factor. In only one sales job with which the writer is familiar, is there any direct relation between the amount of intelligence (as measured by tests) and sales success. An individual's intelligence must be considered in relation to other qualities which, combined, are more important than intelligence. That is, a salesman who lacks average intelligence can make up for that lack by hard work, by attention to suggestions of superiors, and by a pleasing personality. Some of the most

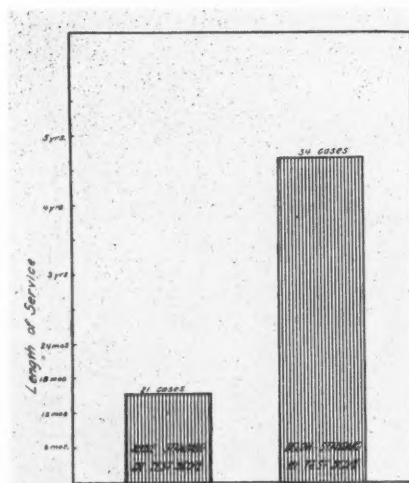


Chart D. Relation of intelligence to length of service in selling jobs

successful salesmen ever employed by the company mentioned above, failed miserably on the intelligence test. The president (and best personal salesman) of a large mid-western real estate company, ranked considerably below the average of his sales force in test score, but his personal sales each year are greater than the total sales of his five best men.

Two facts, then, stand out about intelligence tests for salesmen. There may be a most favorable range of intelligence for each type of selling, with an upper limit beyond which it is not good policy to go in employing applicants; but, from the standpoint of personal sales ability there is little direct relation between the amount of intelligence possessed and the degree of success in selling which will be attained.

It is eminently worth while for any company which employs a large force of salesmen, to discover for itself the importance of intelligence in connection with its own sales job. This is a fairly simple matter, for the process is the same as that described in the preceding article in connection with the evaluation of physical and personal history factors. The first step is to secure the cooperation of a sufficiently large number of the company's salesmen, of all grades of ability, to make the results reliable. Ordinarily it is necessary to secure test records on at least one hundred men, though a smaller number may give significant results. The test can be given to all the men at one time, or in small groups, whichever is more convenient. The test used should be one of recognized worth—one which has been "standardized" and tested for reliability. There are a number of these now on the market, but the one which has been most widely used with salesmen is known as "Personnel Bureau Test VI," published originally by the Bureau of Personnel Research, Carnegie Institute of Technology, Pittsburgh, Pennsylvania.

Getting the cooperation of the sales force for a testing program is a simple matter if the men have confidence in the management. In our company we sold the idea, and kept the men giving their best efforts during a long three-hour program of tests, by explaining that the company wanted to develop standards for the selection of

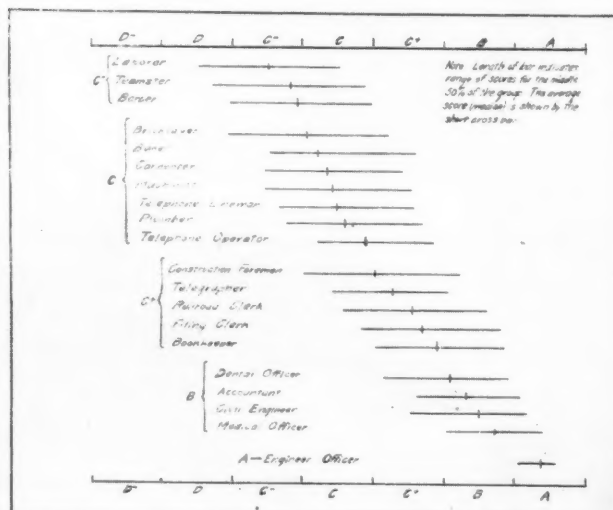


Chart E. Showing the comparative levels of intelligence of twenty separate army occupational groups

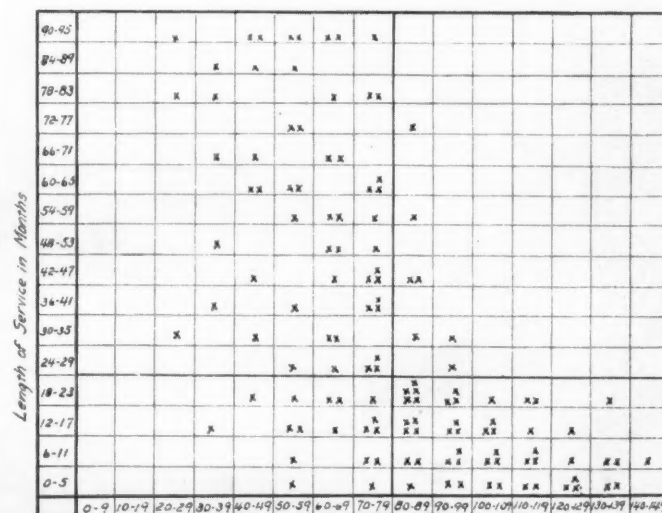


Chart F. The result of another test showing the relation of scores in intelligence to length of service

Dartnell Cut Sales Costs \$35,000 a Year

With Hooven Automatic Typewriters

It is now just a year since The Dartnell Corporation of Chicago dismantled a force of thirty salesmen which it employed in the sale of its service to sales executives, and put Hoovens on the job.

During the past year, with three Hooven Automatic Typewriters, Dartnell sales have increased forty per cent. Not only were more subscribers to the service secured during the twelve month period, but they were secured at a cost of \$2.05 a subscriber as compared with a cost of \$18.00 a subscriber under the old selling plan.

What Hoovens Are —and What They Can Do

You don't have to revolutionize your business to put Hoovens to work. You don't have to even hire an operator, because the Hooven is so simple that any bright telephone operator who is an accurate typist can learn how to write real personal typewritten letters—the same identical letters that your personal stenographer writes for you.

With Hoovens you can write thousands of genuine letters, with carbon copies that you can use to follow up; with the name of the man you are writing to and other special information written right into the letter at the same time the letter is written. A Hooven never tires. It never stays home. It never comes down late. It never slackens. It keeps on writing all day long, at the rate of from 100 to 300 individually typed letters a day.

Hoovens not only save you the sal-

aries of from three to ten typists but they make it possible for you to systematically work carefully selected lists of prospects in a way that *commands* attention. A careful check of the returns between individually typed letters and process letters by a publishing house on magazine subscriptions shows that where the process letters pulled slightly less than two per cent returns, the Hooven pulled better than twelve per cent.

There are many ways that Hoovens might be used in your business to help salesmen; to cut sales costs; to develop inquiries; to work the small town account; to secure special information; to intensively work select lists of preferred buyers. It will cost you nothing, and place you under no obligation whatsoever, to let us draw up a Hooven plan for your business just as we drew it up for Dartnell.

*Hoovens are Making Thousands of Dollars for Hundreds
of Concerns — Perhaps They Can Do as Much for You*

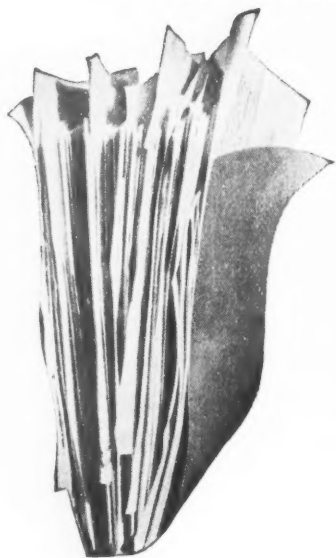
HOOVEN CHICAGO COMPANY

417 South Dearborn Street, Chicago
Telephone Harrison 9288-8634

HOOVEN LETTERS, INC.
114 East 25th Street
New York

HOOVEN AUTOMATIC
TYPEWRITER CORP.
Manufacturers
Hamilton, O.

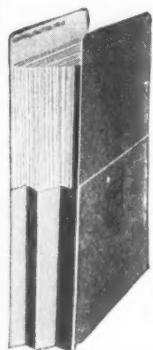
THERE'S A REMEDY FOR THIS



Every filing cabinet has folders that look like the one pictured above—overcrowded, bulging and hard to handle; and if you will observe closely you will find that these folders are referred to most frequently.

Vertex VERTICAL-EXPANDING FILE POCKETS

are a sure remedy for filing troubles such as these. Made of "Paperoid"—a tough red rope stock—they will successfully withstand the hardest handling.



Their bellows-like expansion will permit them to efficiently hold 3, 30 or 300 letters. They always stand upright in the filing cabinet with their index tabs in plain view ready for instant reference.

The coupon below will bring you a sample Vertex Pocket for trial in your own files. Send it today.

CUT HERE

Please send for examination and trial a free sample of Bushnell's "Vertex" Paperoid File Pocket, as described in October SALES MANAGEMENT.

Name of Firm _____

Address _____

Name of Person Inquiring _____

Letter size or Legal size desired? _____

If special size is required, send sample of sheet to be filed, and give width and height of drawer

To ALVAH BUSHNELL CO., Dept. E
925 Filbert Street Philadelphia, Pa.

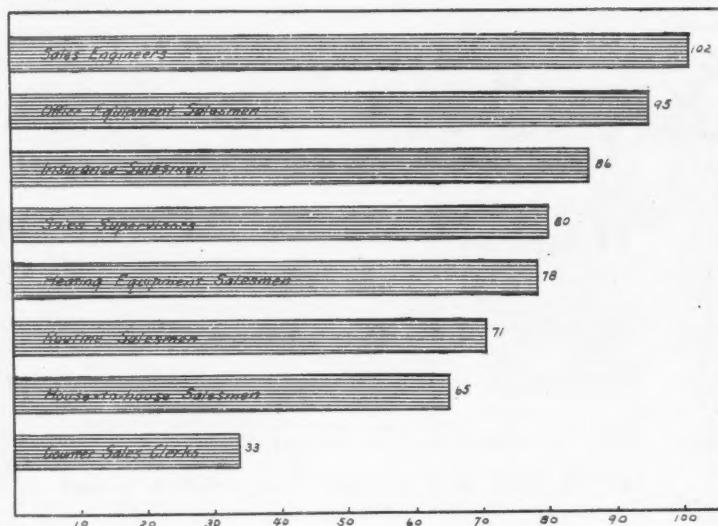


Chart G. Intelligence levels of various sales groups

applicants, needed to know more accurately the qualifications of the men now successfully representing the company and would use the test results for that purpose only. The test would not be used to "check-up" on any salesman; no one would be discharged or promoted as a result of his test score. The men accepted this statement and did their best to make their test records give good pictures of their mental machinery.

The mention of a three-hour examination may give a wrong impression. Any single intelligence test can usually be given in thirty minutes or less. In our investigation several tests of various kinds were used, on a purely experimental basis, in order to discover which ones were most valuable. Some of the tests were designed to measure factors other than intelligence.

The critical point in any study of test results is the comparison of the test scores to the standing of individual salesmen in terms of sales efficiency. The problem is to discover how well the test results differentiate between good salesmen and poor salesmen. Here again, therefore, there must be some reliable standard or criterion for measuring success. Assuming that such a standard is available, the first problem is to determine whether or not there is any regular or constant relationship between scores in the test and efficiency standings or ranks. The data must be plotted as shown in Chart C. In this chart "per cent of quota sold"

has been used as the criterion. Each cross represents one individual and its place in a particular square shows his score in the test and his per cent of quota sold. The fact that the crosses are scattered over practically the entire chart shows that there is little relation, if any, between the intelligence scores of the individuals and their quota standings. The chart proves then, that for this particular sales force, a high level of intelligence is not a necessary qualification. If the company is trying to pick men for sales ability alone, the intelligence test will not help. However, there are other measures of value to the company besides ability to secure orders. If some other criterion, such as "length of service with the company" is used, such a condition as is pictured in Chart F may be discovered. Here there is a somewhat closer relation between the two variables than was the case in Chart C, but the relation is negative. That is, it appears that as the test scores increase, length of service decreases. True, this relation is neither close nor constant, and in the lower range of scores is hardly noticeable. But when the higher intelligence levels are reached, very low service records, on the whole, are found. The sales manager who discovers such a significant relation should take it into account in selecting new salesmen.

The assumption underlying Chart F is, of course, open to the objection that since these men have not completed their terms of service, we are not justified in presuming

that the high score men may not remain several years longer with the company. However, we may point to the fact that only a few men of high intelligence have remained with the company more than two years and, unless the company has changed its hiring policy during the past two years, there is no reason to suppose the results will be different in the future.

Building Up a Test

However, there is this much to be said against the method of using the present sales force as subjects. They supply a selected group, from which the grossly unfit have presumably been eliminated. Therefore, the degree of differentiation shown between the more successful and less successful employed salesmen may differ widely from the differentiation which would be secured between acceptable and non-acceptable applicants. The procedure, therefore, ought to be refined by studying the exits from the sales force in the same way, and also all applicants for positions as far as this is possible. That is, after the sales force has once been tested, the test records on those who later become exits should be compared to the records of those who remain.

Furthermore, all applicants for sales positions should be required to take the test and the records of those rejected should be kept for later comparison with those accepted. Theoretically, perhaps, the only way to arrive at really accurate selection standards is to hire salesmen for a year or two without reference to their test scores and then check their scores against their service and production records.

Few concerns, however, can afford, or are willing, to wait so long for results, and it therefore proves advisable to sacrifice something of absolute accuracy and reliability for the immediately practical results. For example, the manager of the sales force pictured in Chart F can be reasonably sure that, by establishing an upper limit in the intelligence examination, he can cut down turnover in his organization by a very appreciable per cent. If it costs him five hundred dollars to hire and train a new salesman, his reduction in turnover would reduce his selling expenses by a good many thousands of dollars per year.



Like Lighting Your Light

Like the snapping on of your electric light your advertising in The Elks Magazine becomes a national campaign—instantly.

Here's why:

14% of all the families in the United States who live in towns below 100,000, are readers of *The Elks Magazine*.

A national coverage where the selling is GOOD.

*Owned by its readers **

Isn't it reasonable to assume that your product stands preferred in the estimation of the man who owns the magazine in which you advertise?

100,000 Dealers

The Elks Magazine reaches—and interests more than 100,000 IDENTIFIED dealers; hardwaremen, grocers, shoe dealers, haberdashers, druggists, etc.

The largest identified dealer-consumer market available at a single rate

The Elks Magazine

850,000 I-d-e-n-t-i-f-i-e-d Subscribers

50 East 42nd Street

New York City

** Every Elk is an Owner of The Elks Magazine*

A \$16,000 ORDER, PAID FOR, BUT LOST

It often happens that the Executive, Purchasing Agent, Department Head, or whoever buys, directs or specifies, is impressed by your trade paper advertising, your direct-by-mail matter, etc., and feels that eventually he may buy your product, but when the buying moment arrives, he does not recall either your name or where he saw your advertisement; — or he has mislaid your circular.

Many of the important concerns in all lines use Thomas' Register as their Guide to sources of supply. It is known to furnish all names,—and it is assumed that the manufacturers of any particular product that is advertised, is likely to also publish descriptive matter in the Register for the information of buyers looking therein for said product. If such descriptive matter is not there, something else equally satisfactory may be found among the wide selection afforded by the Register.

Inquiry among our users will show that they want manufacturers to publish descriptive matter in this Register, to enable them to quickly find whatever they may be looking for, without searching through miscellaneous papers.

2236 Advertisers and 6805 Advertisements in the current edition. No trade paper has as many. No other buyer's guide has half as many.

In quality of service — In class and number of users — In class and number of advertisers —
IT STANDS ALONE — THE PREMIER PURCHASING GUIDE

More than 500 users in the "over \$10,000,000" class
More than 3,000 "over \$1,000,000" More than 8,000 "over \$100,000"



NOT FREE DISTRIBUTION; they want it, order it, pay for it, use it. Thomas' Register is the only work of its kind classed as "paid" circulation, and the only one a member of the A. B. C.

Including copies in use in Libraries, Banks, Boards of Trade, American consuls abroad, etc. (where each copy is used by many). Thomas' Register is probably used by more than 50,000 buyers to find sources of supply. They are everywhere, and use it in buying everything.

**THE BUYERS MASTER KEY
TO ALL AMERICAN SOURCES OF SUPPLY**

**The Complete Purchasing Guide
All Lines—All Names—Everywhere
4,300 Pages—9x12—\$15.00**

THOMAS PUBLISHING CO., 461 Eighth Ave., NEW YORK CITY

CHICAGO—20 W. Jackson Blvd. SAN FRANCISCO—465 California St. BOSTON—Allston Square TORONTO—91 Constance St.

THIS IS HOW IT HAPPENED

(The following is from the President of an "A1" concern in Louisiana.—Deleted names furnished upon request.)

"* * * *, we use your Register to look up the names of manufacturers; here is an interesting incident:—

"The writer had noticed a certain machine advertised in some paper, but he didn't remember what paper or the name of the manufacturer. He consulted your Register and thought he landed on the right name in the _____ of _____ Wis., and placed \$16,000.00 worth of business with these people, with good prospects for more. The funny part of this is that some weeks later the writer found the trade paper advertisement he had in mind and it was the advertisement of another manufacturer."

(Signed) _____

This Wisconsin manufacturer lost a \$16,000 result of his trade paper advertising because he neglected to supplement it by appropriate descriptive matter in Thomas' Register.

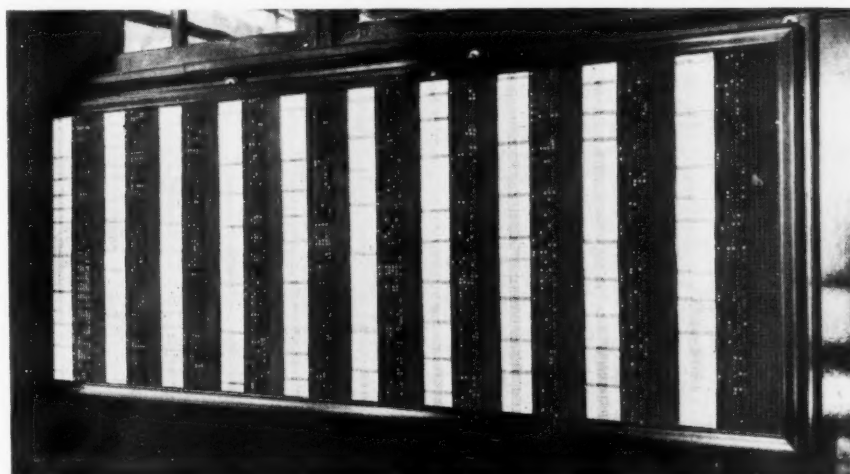
This Chart Keeps Track of an Entire Year's Sales of 1,100 Men

Graphic Sales Record Enables Jewel Tea Company to Apply Extra Selling Pressure Where Needed

A CHART, which enables the head sales manager to refer instantly to the progress made by any one of the 1,100 route salesmen employed by eighty-seven branches in as many cities of the United States, has been devised by the Jewel Tea Company of Chicago, with the result that localities in which it is necessary to concentrate extra selling effort show up visually without the necessity of referring to cards, reports or written records of any sort.

Such a chart is not only easy of construction and platting, but is especially applicable to any line of business in which it is essential to keep track of the production of a large number of individuals and branches. While the chart in question records dollars and cents progress, the principle could be applied as well to output of material, piece-work, etc.

The accompanying illustration shows a board approximately twelve feet long and some five feet high divided into ten white and ten black strips vertically. The white columns are subdivided by green horizontal strips, which show up rather faintly in the photograph. Each green strip represents one of the eighty-seven branches, and



Any variation in sales or averages, either in the entire organization, a single branch, or one salesman instantly shows up on this board

under it on interchangeable slides appear the number of salesmen working out of that branch, each salesman having a number. The green horizontal strips are unequal distances apart because the branches vary considerably as to the number of men employed.

The black vertical areas are subdivided horizontally into as many lines as there are salesmen represented, and vertically into thirteen spaces. This method of division forms thirteen rectangles opposite the number of every man. Each rectangle represents a selling period

of four weeks, there being thirteen such periods during a year. Such a method of charting the sales progress of individual salesmen was found a more truly accurate measure of their ability than to chart it by months, since these latter periods vary appreciably as to the number of days.

Thumb-tacks of different color, and bearing also different symbols, represent various amounts of sales, are pushed into the squares opposite each route salesman's number according to the amount of business he has been doing.

The lighter colored thumb-tacks, for instance, indicate the lower amounts of sales during the four-week periods. When the sales manager sees a concentration of light-colored thumb-tacks opposite any one branch he knows that the route salesmen are not selling the quantities of goods they should be selling.

This chart enables the sales manager to see at a glance just where any weakness may be developing in the sales organization. At the end of each four-week period each of the eighty-seven branch managers turns in his report showing the sales not only for the branch but for each individual salesman. As fast as these reports are received at Chicago headquarters, the information is



Records of eleven hundred salesmen, like this fellow, are available instantly by means of the chart pictured at the top of this page



Imprints on the Sands of Time~

Signs thru the years
that never show a
sign of wear!

A Few
NATIONAL
ADVERTISERS



That Use
"GOOD-AD"
WINDOW SIGNS

THE very first Good-Ad window signs we have ever produced still retain their original brilliance of color—unaffected by the ravages of time or weather—convincing proof that they are more economical and far superior to any other form of sign.

"Good-Ad" Window Signs of DECALCOMANIE That "Goes on Forever"

are made of permanent and brilliant non-fading colors—becoming almost a part of the glass itself—perpetually pointing out WHAT to buy and WHERE to buy it.

PALM, FECHTELER & CO.

Decalcomanie Pioneers

67 Fifth Ave., New York

Representatives in all Principal Cities

FREE
SKETCH
OFFER

PALM, FECHTELER & CO.

Gentlemen:—Kindly send actual Decalcomanie samples, also illustrated literature "S" and FREE COLOR SKETCH, without obligation.

Sign here _____

NOTE:—To assist you in preparing color sketch, enclosed find copy of trade mark and other advertising matter.



Transfer

posted on the board, which is constantly in front of the sales manager.

From this information sales averages and statistics are compiled. In case it is found after a four-week period that the average sales per salesman have fallen, it is the work of only a few moments to ascertain just which branches have fallen below the average sales for each branch. In another glance the sales manager can tell which salesmen of this particular branch have been responsible for the decrease in sales. In this way he can locate the trouble immediately and take steps either to replace these salesmen or instruct the branch manager in methods for helping these salesmen out of their trouble.

Chart Shows Weak Points

Through long experience the company knows almost to a dollar what each route should produce at various times of the year, and just as soon as the thumb-tacks begin to show that certain routes have fallen below what is known to be a fair production, steps are taken to bolster up the sales on these routes.

On the board which records sales by routes, different shades of various colors are used, each shade indicating a variation of five dollars in sales. This plan enables the sales manager to keep in constant touch with the progress being made by every one of the 1,100 route salesmen employed by the company.

In the event that a number of salesmen have been showing a steady loss each week, it is probable that these salesmen have outlived their usefulness to the company and should be replaced. On the other hand, if the salesmen whose records were low have merely slumped for a short period, it is quite possible that a little instruction or checking up will remedy the trouble quickly.

The board has proved very useful in keeping track of salesmen who are inclined to overload their customers. From long experience in selling direct to the consumer, the Jewel Tea Company knows approximately how many customers each salesman should call on, and how much he can safely sell them. Whenever the company holds a contest there are always some salesmen who are inclined to overload their customers for the purpose of

winning a prize. Whenever this is the case the tacks on the board show this condition immediately.

It is just as necessary to know which salesmen are selling too much as it is to know which salesmen are not selling enough. Whenever a salesman—particularly a new man—turns in a record of abnormally high sales, the company immediately investigates, because there have been cases of salesmen who practiced trickery in selling. In such instances the company is able quickly to determine this condition and put a stop to any method of selling which impairs good-will.

Visible Record is Advantageous

While at first glance this system may seem complicated, it is really extremely simple, according to the officers of the company who use it constantly. Instead of having to refer constantly to sets of cards or papers which are usually buried in files and tablets or desks, the record of every salesman is constantly on view for any member of the organization who has occasion to use the information. Not only is the immediate record on view, but a resumé of the entire year's work is always in sight. This eliminates the necessity of the constant check-back through various records when any information regarding a salesman's work is needed.

The Jewel Tea Company method of remedying weak conditions in various territories is to concentrate advance salesmen in weak areas to do missionary work for the route men who travel with wagons or automobiles. These specialty salesmen are men who have been trained quickly to obtain a number of new customers for the regular salesmen who may be very successful in holding old customers, but who have had trouble in obtaining enough new customers to build up a sufficient volume of sales.

While this company, of course, sells its entire output to the consumer through salesmen who travel in wagons and automobiles, the same chart would be useful in an organization marketing its products through dealers or jobbers, because the same fundamental weaknesses are present in almost every sales organization and where it is possible to see at a glance just where the weaknesses are, it is often a simple matter to remedy the trouble.

No. 3 of a Series

WHEN The Quality Group was named there was no intention to imply that these magazines reached all the people who could afford the most expensive cars, all those who took all the first-class cabins on the de luxe liners, only the stone houses on top of the hill: all the people with good incomes.

What The Quality Group implies is people with pocketbooks grouped where you can get at them with little or no waste—and at low cost.

Those advertisers whose goods are consumed largely in the laundry, the garage, the nursery, the kitchen or the bathroom may here and there get more sensational orders outside the homes we reach—but as a rule the people who put the most in and take the most out of the business of living consume a thundering lot of plain goods.

The Quality Group

ATLANTIC MONTHLY
HARPER'S MAGAZINE

REVIEW OF REVIEWS
SCRIBNER'S MAGAZINE

WORLD'S WORK

681 Fifth Ave.

The Quality Group
COVERS
The Quality Market

New York

The CHURCH MARKET

The church does not close when business slumps

It goes ahead and spends **\$500,000,000** annually in

Building—Remodeling—Outfitting
Churches, Parish Halls, Parsonages
Gymnasiums, Schools, Garages

YOU, TOO

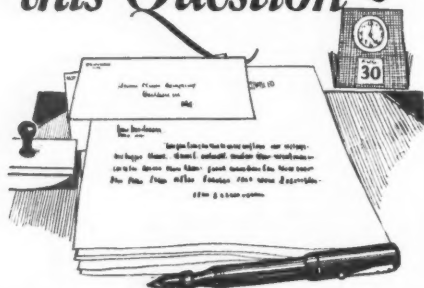
can reach this market through

The EXPOSITOR

The Preachers' Trade Journal since 1899

F. M. BARTON CO., Publishers
Caxton Building, Cleveland, Ohio
Chicago New York
37 South Wabash Ave. 17 West 42nd Street

Ask Yourself this Question~



Before You Sign Today's Mail

Will your letterhead give the proper impression of the reliability of your concern?

If you cannot emphatically answer "Yes"—get a letter in the mail asking us for samples of

Lithographed Letterheads That Do

No obligation—and here's the address

Higgins & Gollmar
Incorporated
Lithographers
36 Ferry St. New York, N. Y.
If it's Lithographed—we do it!

Using a Specialty to Sell a Line of Staples

Burlington Basket Company Wins Attention for Entire Line by Featuring a Single Item

IN many lines of business there are unsuspected sales possibilities awaiting only the arrival of the man with imagination enough to discover them. I suppose there are hundreds of manufacturers of whom that might be said. Where one Eliphalet Dennison applies the quality of imagination to so obscure a product as a jeweler's price-tag, and a Dennison Manufacturing Company grows up as a result, there are scores of tag makers who never see over the rim of the conventional rut.

Where one metal-stamping concern discovers that with the same equipment it can turn out a line of nickel-plated coffee percolators and by consumer advertising arouse public interest in its whole line, a dozen others go on making ash cans, garbage pails and slop buckets to the end of the chapter. Merchandising history is full of such instances, and almost any advertising agency can name concerns that are perfectly certain that their goods are so uninteresting and uninspiring that consumer advertising is out of the question. Yet it is safe to say that the sales possibilities are there, in the majority of cases, if somebody is only equal to the job of pointing them out.

Creating a Basket Specialty

Take baskets, for example. No home, practically speaking, is complete without more or less of an assortment—clothes hampers, waste baskets, etc., but popular interest in the subject is singularly unresponsive. Baskets is baskets, for the most part. Nobody thinks often of buying a new clothes hamper until the old one has gone to pieces, and the idea of putting in an equipment of nice, new waste-baskets all around is not one to send anybody scurrying to the furniture store.

A basket around the house, in a word, is a mere casual convenience; that and nothing more. All of which being so perfectly obvious, the manufacturers of baskets have very generally conceded that the problem of

attracting public interest in, and public good will for, their product was no problem at all, since it couldn't be done.

But it happens that, like many other problems of the same sort, it is being done; and it further appears that all that was needed was the exercise of that quality of imagination above referred to. Through the development of a novelty basket-refrigerator and the application of a simple assortment idea, the Burlington Basket Company, Burlington, Iowa, has obtained widespread distribution and is rapidly building up consumer good-will for baskets bearing the Hawkeye trade mark.

The Germ of an Idea

The story really begins some twenty years ago, when Mr. Florang, the president of the company, was approached by some local citizens with a request for some device to keep their beer cold when they went fishing up the Mississippi. Being enthusiasts, as all fishermen are, they pestered Mr. Florang to such an extent that he finally fitted up a reed basket with a metal lined compartment, large enough to hold a bottle packed in cracked ice. For a number of years these baskets were turned out when wanted, and gradually the construction was improved and standardized. The market among fishermen, however, was nothing to get wildly excited over. Then came the growth of popular interest in automobile camping and touring generally, and the company saw an opportunity to reach the general consuming public with a real novelty in the form of a portable refrigerator. The basket was improved in several particulars so as to provide for eatables as well as drinkables, and a campaign in moderately-sized space was started in the magazines.

As it was the purpose of the advertising to help get distribution, as well as to stimulate consumer demand, the copy was so worded as to pull consumer inquiries for a booklet entitled "Where to Go and

What to Eat." This booklet is intended to be practically useful to the tourist, the first half comprising a directory of the various tourist associations from whom maps and local information may be obtained. The second half of the text consists of suggested menus for camp lunches, a number of simple recipes, and a brief description of the refrigerator-basket.

With the booklet the company sends a card listing the names of nearby dealers from whom the basket can be obtained, and each dealer also receives a card notifying him of the consumer inquiry. The company states that it has had excellent success in getting the cooperation of dealers in following up such inquiries. The basket will be sold direct if there is no dealer stocked in the territory.

Staples Not Neglected

All of the company's eggs, however, are not in this novelty basket. A conspicuous panel in each advertisement calls attention to the Hawkeye line of Household Baskets, and mention is made of a catalog. Though this catalog is not featured on the coupon calling for the tourist booklet, many consumers add a request for it, and when they don't, it is sent anyway. This features the many varieties of household baskets in the company's general line, together with specially priced assortments.

Last fall the company tried the experiment of putting out a special Christmas assortment of baskets—a clothes hamper, fruit basket, sewing basket, magazine basket, shopping bag and waste basket—and secured \$8,690.35 in business at a total expense of \$511.86. Another special Christmas offer was released this year on August 15, and the company says "we have already done more business than last year by September 6, with the best four months of the year ahead of us."

The assortment idea is featured prominently in the company's work with the jobbers and dealers, in its dealer helps and display material. Jobbers are told that the six-piece assortment makes an interesting entering wedge in getting conversation started with the dealer, and the dealers respond to the idea because it gives them a chance to get away from the perennial time-tried suggestions for Christmas giving.

Autopoint

1925 Model

Build
YOUR business
this
new way

The Better Pencil
Made of Bakelite

Learn how thousands of firms
used this superlative new pencil to
build good-will and make new friends

TODAY all the world is talking about a new mechanical pencil which is rapidly supplanting less efficient writing tools.

This new pencil is the product of four men's brains—men who have devoted their lives to making better pencils for you. The things these men have learned are today accepted as standard everywhere in the pencil business.

One of these men discovered the modern automatic pencil principle. Now we have improved his invention in three big ways.

This new pencil is Autopoint, 1925 model—made of Bakelite. Its 3 exclusive new features are guaranteed. Everyone who has tried it has been delighted with it. Hundreds of thousands everywhere proclaim it the finest pencil they have ever known.

How it builds for YOU

You can use Autopoint to build your business. Many large manufacturers, business firms are using it today to make sales.

Stamped with your name this gift is always new—a constant reminder of your house—when other "souvenirs" are discarded.

As a personal gift, stamped with friends' names, it is very popular.

Read of Autopoint's 3 exclusive features. Think how your trade, your salesmen, will like this pencil! Write on your letterhead today for full details, prices, etc. Do not delay, write now.

Here are a few who use Autopoint for "good-will" building.

VACUUM OIL CO. ILLINOIS CENTRAL R. R. STANDARD OIL CO.
CHEVROLET MOTOR CO. INTERNATIONAL SHOE CO. CANADIAN PACIFIC RY.
"DELCO" SWIFT & CO.

and many manufacturers, bankers, etc., everywhere.



Dealers:

Write for the facts of
this new fast-selling
staple pencil. Here
is the line you've
been looking for.



Autopoint Company, 4621 Ravenswood Avenue, Chicago, Ill.

The Floridan
the de luxe train
Chicago-St. Louis
Daily to Miami
Commencing December 24

Only sold through
Chicago-St. Louis and
Miami

The Floridan
the DeLuxe Train
Illinois Central

Foldwell
TRADE MARK
REGISTERED

is used by
Illinois Central

Folders, alluring in their appeal, are used by the Illinois Central to present the delightful service of the Floridan, their luxurious train to the Southland. Great care is taken to make these folders inviting. The color illustrations are excellent; the plates and printing

are of high quality; and the paper stock chosen is Foldwell. With this combination the Illinois Central produces exquisite pieces that retain their attraction, all the way from the press into the hands of travelers by whom they are referred to time and again.

CHICAGO PAPER COMPANY • Manufacturers
801 South Wells Street • Chicago
NATIONALLY DISTRIBUTED

Facts: Foldwell's big rag content accounts for this strength, and the long fibres BEND OVER at a fold instead of breaking out into a saw-tooth edge.

When It Pays to Use a Second Color

A Simple Method of Judging Whether or Not an Added Tint will Materially Increase Returns on Printed Matter

By David H. Colcord

A BROADSIDE recently received from an automobile manufacturer announcing their new nineteen-twenty-five model, screams with "last edition" red ink from cover to coupon. Features, improvements, prices, whole paragraphs, and even captions for illustrations are in red. The merchandise itself—the automobile—is shown in the conventional black. The fact that the finish of this car is blue seems to be the only thing that deterred the advertiser from making it red all over.

The mental process which evolved this broadside announcement probably proceeded somewhat along this line: Shall we use more than one color on this piece? Will the extra color pay? Deciding that it would, because color has been generally known to pay, and color could be used to emphasize the features that needed emphasizing, red, bright red, was splashed about like the old-time lightning-rod salesman exhorting a gullible farmer.

Shouting red headlines have about as much buyer influence as a nominating speech in a democratic convention.

But, says the advertiser with the passion for red ink, "To 'ell with art, we're selling merchandise! You gotta yell at the birds to make 'em hear you!"

Fortunately for advertisers, the use of an extra color in printed matter has progressed far beyond the "attention getting" stage. Color has a powerful merchandising value. It strikes through the eye, the most potent of all the senses, direct to the buyer's faculty of decision. It answers the all-important question of the modern buyer, namely, as to "how the merchandise will look!"

If there is any rule-of-thumb method for questioning whether an extra color will pay, it is this: to ask what influence the appearance

of the merchandise itself has, when shown to the customer by the salesman. If the influence of the article's appearance becomes a deciding factor in a personal sale—then color pays and pays many fold in printed salesmanship. Or, in other words, if the article is sold by personal salesmanship, how much

He anticipated making a "flash" in his new car, and other things being equal in the way of performance, the way the car looked was the principal selling resistance. Did it pay to use color on such a piece? Did color have a merchandising value in addition to its value for gaining attention and for emphasis?

The answer is obvious: the use of color here was inevitable. Where should color have been spotted on this piece? Headlines? Price? Car? Again the answer is as obvious as the maroon on the car. The motive of the entire piece was the maroon of the illustration.

To arrive at this rule-of-thumb method for determining whether color should be used or not, I selected the simplest possible example at hand. Let's apply the principle once more. This time the product is a new variety of gladiola produced by an Illinois seed house. The job is to be let for the printing of the annual catalog, and the new gladiola will be featured as a leader. Shall it be in colors?

If a salesman were trying to sell these gladiola bulbs for the front yard, what would be the comparative sales value, in the salesman's hands, of a black and white photograph of the gladiola in full bloom, as compared with a handful of the actual blossoms? The answer to the question is obvious again.

Take the case of Log Cabin Syrup. Would an illustrated letterhead in natural colors sent to the housewife stimulate a desire for some of the Log Cabin syrup more than a black and white illustration? The Log Cabin Products Company have tried both and they vehemently claim that there is no comparison between the relative pulling power of black and white and color—that they have tested it several times and are now using four color process printing, and color offset.



While this advertisement reproduced in black and white loses much of its original effectiveness, it nevertheless shows how color, even in soft tones, can be made to dominate an entire issue of a magazine without "shrieking" at every reader

of the sale is made through the eye and what influence has appearance had on the buyer's choice?

Automobile advertising is a case in point. About three years ago, the maroon sport model was coming into vogue. We will assume that at this time a broadside was in preparation which was to be sent to owners announcing the new car. Obviously, one of the principal reasons—if not the principal reason—that the prospect had for buying this sport model was the character of the maroon finish.

on practically all of their sales literature.

This example leads to a slightly more subtle reason for the pulling power of color. In food products, appearance as a factor in choice is secondary to taste, until you stop to break down the elements of appearance. We, unlike animals, do not judge food by smelling it. We eat with our eyes. Log Cabin Syrup looks good; therefore we predicate that it must taste good.

This secondary distinction brings into the realm of possibilities for color advertising every object of food that is sold. The brown of Premium Bacon tastes good—to the eye. The delicate pink of Jello with the fluffy white whipped cream appeals aesthetically through its colorfulness to the mouth via the eye. Jello does not need to cite figures to prove that color has paid them over a period of years. The evidence is *prima facie*.

Consider the Article Itself

Does the outward appearance of the article itself help sell the article? This seems to me to be the ultimate pre-production test for the use of color in printed literature. Will the additional benefit in sales from color justify the additional expense? This question finds its answer, as before, in the question as to whether sales would be lost if the color of the object itself were eliminated when displayed. Does the color in the finish of the piano, the Victrola, the drape, the hat, the asphalt shingle, or what not, count in its influence on the buyer? For every article you can name where color does not figure, I can name fifty where it does.

If you are appealing to pride in the personal appearance of the prospect, does the color of your product, in his estimation, enhance his personal appearance? If it's cleanliness, does the product you have for sale, in action, produce an effect which is best pictured to the prospect in color? Is there not more "hospitality" in colorful settings than in black and white? Does a porch shade in green suggest a cooler porch than does one shown in black and white?

Mazda lamps glow in the colored advertisements. Art lamp shades, in color, suggest taste and coziness. Designs for linoleum,

rugs, carpets, dress goods, shown in sales literature, sell color—color is value received, when the product is bought and paid for.

In addition to the use of color in displaying merchandise, there are, of course, other instances where one or more extra colors add to the pulling power of printed literature. This includes color for decorative purposes, for attention getting value and for emphasis. A recent tie-up between the national advertising of Cooper's underwear and the point of sale, is undoubtedly strengthened by a bright strip of yellow across the face of a black window card now shown in most of Cooper's retail outlets.

Other Uses for Color

The use of color for contrast, to bring the merchandise itself into relief, has an obvious psychological value. Dunlop hats set in a brown autumn background, as they are in this season's advertising, strengthens the appeal of the printed page. Spots of color featuring special price offers have long been a favorite device of mail order advertisers. Color diagrams and arrangements in the composition of the piece are used to carry the eye quickly to the most important place in the copy.

When the sales resistance is the identity of the trade-mark or company's name, particularly when the identity is always associated with a color, as in the case of Ever Ready flashlights, color should be employed continuously to register the impression of the trade-mark. A strip of flowing yellow oil down the left of the page, overprinted with the trade-mark "Texaco," is a case in point. When effort is being made to establish the identity of the container, carton or package, as with Old Dutch Cleanser and Yeast Foam, color certainly ought to be used to establish this color identity throughout the advertising.

Color is also valuable to distinguish between items in the same line when color is the only mark of identification, as with women's wearing apparel, etc. Color can be employed to relieve the monotony of the same copy appearing in a series of mailing, as did P. F. Collier & Sons Company, by running a tint block under an entire advertisement. Color has value as an adjunct when the appeal is timely

or seasonable, for instance in Jordan and Overland motor car advertising. Printed matter sent to architects, engineers, and contractors by concerns like Goodyear and Crane & Company, carries the blue of the blueprint not only for purposes of explanation but for the engineering flavor the blueprint gives the printed page. One can add to this list a number of occasions where color can effectively be employed in the setting given the product, as has characterized the illustrations of the American Radiator Company, and the Quaker Lace Company, manufacturers of window draperies.

But how about the promotional literature to the trade—does it pay to "doll this up" in color? To a certain extent the same principle applies; that is, when the attractiveness of the merchandise itself is a dominant selling feature, the dealer is as much interested in seeing the product in color as the ultimate user—in fact, more so.

Selling the Dealer With Color

Attractive merchandise means salable merchandise, quick turnover and profit, the thing that the dealer is principally interested in. The border of bright red across the end of Cannon towels in their dealer literature, sells the dealer on the possibilities of window and counter display. The pictured warmth of blankets, or the solid tint of a fabric, suggests to dealers new attractive merchandise with which to freshen up their stock. For emphasis, a spot of color overprinted with "profit possibilities" or discounts catches the buyer's attention. Concerns like the Humphrey Company have found it profitable to use color in their mailing pieces to dealers, showing suggested window and store displays.

The developments of color process printing, offset, and lithography in the last few years, provide some remarkable opportunities for the advertiser with a product to sell, the appeal of which is enhanced by showing the product in its natural colors. Color has become a prime factor in printed literature, when skilfully employed. As to when it shall be employed, and how spotted, depends fundamentally on the part that appearance, attractiveness and color play in the sale when the merchandise itself is on display.

Getting past Mr. Buffer

THE salesman had tried for months to see the manager. Repeated calls met the same answer, "Talk to Mr. Buffer."

Mr. Buffer was polite, ambitious, but without authority to buy.

But mail reaches this manager, even when salesmen cannot. So the salesman's firm began to send booklets to his desk—interesting printed pieces that told the facts about the product and showed what it would save the manager's firm in hard cash every month they used it.

Now, when the salesman calls, instead of hearing "Talk to Mr. Buffer," the answer is "Come right in!" That's the way printing helps your salesmen. When a man has read about the *service* your products can give him, he is more ready to see the men you send to call.

The cheapest, most powerful way to make possible buyers conscious that they need your goods is through the use of good printing.

Call in a good printer and talk over with him how to prepare printing that helps salesmen.

[better paper ∞ better printing]	How to plan printing to get results is told in the Warren "More Business Series." You can get these helpful books, without any cost to you, from any paper merchant who sells Warren's Standard Printing Papers.]
--	--

S. D. WARREN COMPANY, 101 MILK ST., BOSTON, MASS.

WARREN'S

STANDARD PRINTING PAPERS

Tested for printing, folding, and binding qualities



The Old-Fashioned Yellow Slicker Breaks Into Society

How the A. J. Tower Company Developed a Rich New Market for Raincoats by Fostering a Campus Fad

"SALES MANAGEMENT" Magazine has printed many stories about concerns which have suddenly found a new market for their goods. Hardly an issue has gone to press without one such story, for modern merchandising men make the study of markets so much a part of their work that it is difficult to think of an industry that hasn't extended its market in the past decade.

One of the most interesting instances of this sort is found in the experience of A. J. Tower Company, which for the past eighty-eight years has been making Tower's Fish Brand slickers and waterproof clothing.

In the vast majority of cases these slickers and waterproof hats have been worn by workingmen—fishermen, teamsters, farmers, cowboys and other men whose work demanded exposure to the elements at all times.

War Upsets Traditions

Until the war came along and upset everything, our ideas about clothing as well, Fish Brand Slickers were, with a few exceptions, worn almost exclusively by workingmen. When the war came the naval aviators stationed along the Atlantic coast found these oiled garments excellent protection against rain and mist. They found that some of the college men in towns along the Atlantic coast have been wearing slickers off and on for many years. In fact the college men in Ithaca, Boston and one or two other towns were about the only exceptions to the hitherto well defined market limits of oiled clothing.

Ever since the college men in these towns evinced an interest in oil coats and hats, officials of the Tower Company have been urging their salesmen to make an effort to introduce slickers into other college towns. But progress was slow. Dealers were slow to realize the possibilities of building up a trade

on slickers. Perhaps the fact that the ordinary raincoat sells for several times as much had something to do with the dealers' hesitancy in pushing slickers.

The company's experience in selling oiled clothing to service men during the war was the final proof needed to convince the company that a vastly bigger market awaited the right sort of cultivation.

So for the past three or four years salesmen for the company have been making a special drive on the college towns, because college men are the first to accept new ideas in clothing styles, and because these men set the styles for the remainder of the population. At least they have a great influence on styles. Students at the University of Wisconsin at Madison were one of the first groups of the new prospects to take up the slicker wearing habit in earnest. Two or three years ago slickers had become a staple instead of a more or less daring novelty on the campuses of several of the middle west colleges. But even as late as last year they were, in most places, more or less of a novelty and dealers looked upon them as a passing fad.

Drive Backed With Advertising

Encouraged by the results, the company brought out a lighter and dressier garment some time ago and started a modest advertising campaign in college papers. The response was more than gratifying. Sales jumped. It seemed as if there was not the slightest doubt but what the idea was sound and worth cultivating on a bigger scale. All the time the eastern colleges were affording an ever increasing sale of the garments, and the idea was spreading outside of college towns and circles.

"Our limited market has always been the great barrier in this business," said D. E. Getman, Chicago sales agent for the Tower company. "We have always sold a large volume of rainproof clothing, but we

have long felt that we needed a wider outlet for our merchandise. But I do not believe that anyone, even the president of the company, ever dreamed of the vast demand for our product that is now developing.

"Every department store on State Street is now selling our Fish Brand Slickers, and the factory is almost hopelessly behind in filling orders. I estimate that we are at least four months behind on orders right now, and the demand is increasing rapidly.

"We might almost call it luck," he said, "to have such a volume of new business develop in a year like the present one, when sales are inclined to be slow in our regular lines. But it can hardly be attributed to luck because this huge demand didn't develop over night. We have been anticipating it for several years, even though it has suddenly developed in a much larger volume than we expected.

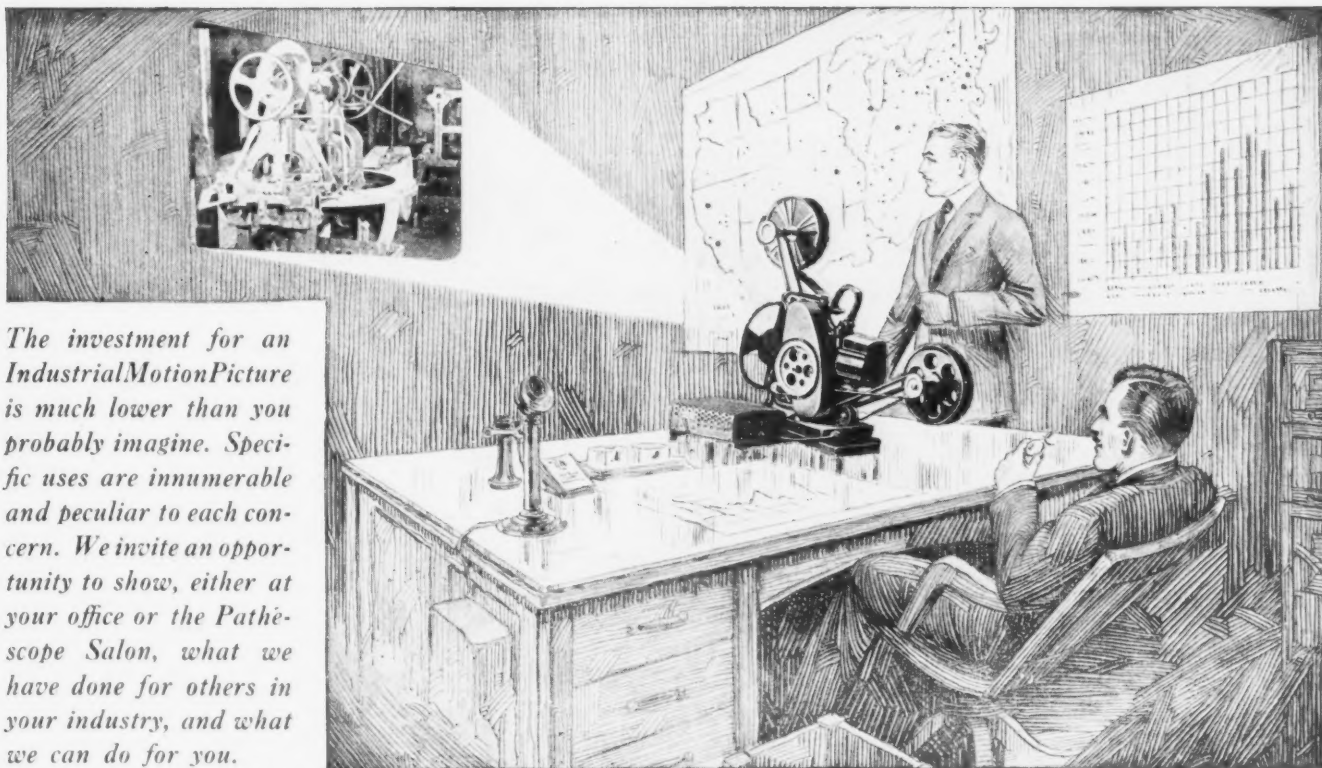
Steady Demand Created

"The officials of the company have been working with a bigger market in view for many years, but it required slow, patient, and at times discouraging work. Fundamentally the idea is nothing but the finest sort of common sense, for our garments are generally recognized as the best values in waterproof clothing.

"The brilliant yellow color is now being advertised as an attractive feature. Some of our advertising copy reads, 'The color is a pleasing yellow.' College women have started buying these coats in such quantities that we just recently brought out a special coat for them, though it is substantially the same garment as the men's coat."

This and many other similar instances would seem to indicate that a bigger market for any product is to be had for the asking, provided you ask often enough and are patient and insistent enough in going about it.





The investment for an Industrial Motion Picture is much lower than you probably imagine. Specific uses are innumerable and peculiar to each concern. We invite an opportunity to show, either at your office or the Pathéscope Salon, what we have done for others in your industry, and what we can do for you.

Overcoming sales resistance with new effectiveness

As an industrial educational force and arouser of worth-while business, Industrial Motion Pictures, specifically designed to present vivid, vitalized sales pictures of individual merchandising problems, are accomplishing remarkable results in every field in which they have been used.

The sales value of Business Films has been firmly established. The range of their adaptability has no limit. Any industry can be advertised, any product sold, by means of an Industrial Motion Picture, more effectively than by any other medium.

Used by concerns at the head of their industries as an indispensable selling force

The calibre of the concerns who are using Pathéscope Industrial Motion Pictures as an integral and important feature of their sales campaigns, is at once a sufficient endorsement and a designation of the acknowledged rank of the Pathéscope Film Service as a producer of pictures of unusual selling value.

The accompanying classified list of clients we have served with Indus-

ENGINEERING and MECHANICAL

Alpha Portland Cement Company
American Brass Company
A. M. Byers Company
General Electric Company
Linde Air Products Company
Lock Joint Pipe Company
Mosler Safe Company
National Slate Association
Okonite Company
Otis Elevator Company
Plymouth Cordage Company
Reading Iron Company
Robins Conveying Belt Company
John A. Roebling Company
Chas. A. Schieren Company
Tide Water Oil Sales Corp.
U. S. Cast Iron Pipe & Fdry. Co.
Westinghouse Lamp Company

FOOD PRODUCTS

Franklin Baker Co. (Coconut)
E. F. Drew & Co. (Spredit)
Frontenac Breweries, Ltd., Canada
Hills Bros. (Dromedary Dates)
C. F. Mueller Co. (Macaroni)
Seaboard Rice Milling Co. (Comet Rice)

PUBLIC UTILITIES, TRANSPORTATION and COMMUNICATIONS

American Gas & Electric Company
Atlantic City Electric Company
Commercial Cable Company
International Mercantile Marine
Ohio Power Company
Postal Telegraph Company
Radio Corp. of America
United Light & Power Company
Chattanooga Gas Company

TEXTILES

Bigelow-Hartford Carpet Company
Boston Woven Hose & Rubber Company
The Standard Textile Products Co.
U. S. Finishing Company

MISCELLANEOUS

Brooklyn Commercial Body Company
Colgate & Company
Foamite-Childs Corporation
Kirkman & Sons
McGraw-Hill Company
Owens Bottle Company
Charity, College and Community activities

trial Motion Pictures or projectors, is ample evidence of our wide experience.

A complete service in plan, program, production and distribution

The Pathéscope Film Service is adequately equipped, by mechanical facilities, ample resources, and a well-organized personnel trained in the analyzing of manufacturing and merchandising problems, to render a complete service and assume undivided responsibility. We write the scenario, take the picture, make the prints on either "theatre" or "safety standard" film, and assist in arranging effective distribution.

Our service is supplemented by our own projector, the New Premier Pathéscope, *so exquisitely built* that its large, brilliant, flickerless pictures amaze expert critics. Every machine bears the Approval Seal of the Underwriters' Laboratories, Inc., and can be used by anyone, anywhere, any time without a fire-proof booth, without violating state, municipal, or insurance restrictions. It weighs only 23 pounds, and can be carried in a small suitcase.

INDUSTRIAL FILM DIVISION

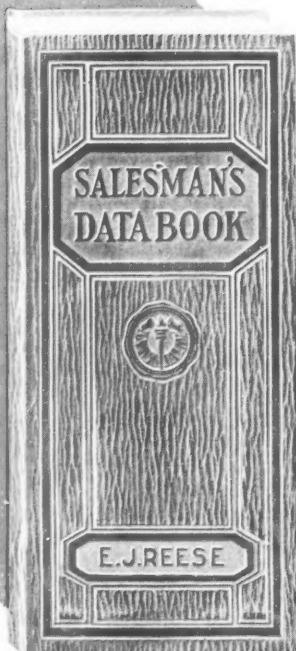
The Pathéscope Company of America, Inc.

Suite 1824 Aeolian Building, 35 West 42nd Street, New York

Willard B. Cook, President

Agencies in Principal Cities





The book itself is vest pocket size 2⁵/₈ x 5¹/₂ inches.

Is It Something Which Salesmen Really Use?

"Our salesmen are very enthusiastic over your 1924 data books and we feel sure will equally look forward to the 1925 issue."—*Nebraska Buick Co.*

"We have made a personal presentment of the data book to the salesmen for two consecutive years as a Christmas reminder. We find that it is now expected, not so much for the sentiment but for the value of the book itself. We do not believe that one of our boys would be without it."—*Hall Lithographing Co.*

"Our salesmen are using your 1924 data books and they were very keenly interested in them when passed out at our annual convention."—*George H. Eberhard Company.*

"We find our salesmen are making very good use of your Salesman's Data Books which we presented them at Christmas. We have no suggestions to offer for your 1925 book as we think your 1924 book covers everything."—*The Hoover Company.*

"We like the salesman's data book very much and the salesmen all like it. As to suggestions for improving it, I have none to offer."—*Stowe Supply Co.*

"Your 1924 books are very complete. They were presented to our salesmen at Christmas time last year and seemed to go across big. So far as I know our men are making good use of them."—*Art Metal Construction Co.*

"All of our salesmen are very much pleased with their data books and I am going to have to keep them up from year to year. The men are using them continuously."—*B. Miffin Hood Brick Company.*

For Your Sle

There is nothing your salesman needs more than a Dartnell Salesman Data Book while that costs less. It provides a salesman needs; gives useful information more than thirty pages of practical work more profitable to himself.

The 1925 Salesman's Data Book is greatly improved in appearance and usefulness. A section is devoted to covering the types of buyers and the best way to close the sale. The rule for keeping tab of appointments and follow-ups are one week to the page. There is a new slogan for one week; space for comparisons of 1924 and 1925, etc.

Popular Features in 1925 Data Book

Things to Do Today

A place for the salesman to keep track of appointments and call backs, arranged seven days to the page. This section is pen ruled and greatly improved in appearance.

Automobile Expense Record

A convenient form for keeping auto expenses has been provided. There is also a page for auto accident data, to remind a salesman of information needed for filing a claim.

Daily Sales and Expense Record

Twelve pages are assigned for a record by days and months of sales, income and expenses. This feature in last year's book proved most popular. The effect of this section on a man's sales, especially if he is recording goose eggs in the sales column, is remarkable. Sales and expenses are entered side by side.

Comparative Sales Record

Space to enter a man's sales for months for 1924. The salesman enters his 1925 figures in the column each month. He can see at the time how much ahead he is.

Ten Ways to Test an Idea

These tests are pertinent to the business which will help a salesman to profit the mistakes of today. A useful diagram, showing the sale, in color, completes the test.

Income Tax Record

Five specially ruled pages for business income by month, securities; from bank deposits; from real estate, etc. Three pages for entering transactions allowed salesmen.

A Much Better Book at the Same Price

PRICES Single copies and samples, \$1.00; \$12.50 for 100 copies in quantities on application. Printed in three strong colors on some Molloy covers; vest-pocket size. Gold stamping salesmen's extra. A discount of 10% for stamping in dozen lots if ordered before...

THE DARTNELL CORPORATION—180 Madison Avenue

New York: 19 West 44th Street London: 15 Abchurch Lane

Salesmen's Christmas

men and agents will appreciate and use more the **Data Book for 1925**. There is nothing worth- It provides a place for keeping all the personal records es ul tables and charts of daily use in addition to es practical suggestions and plans for making his to himself and his house.

ly im in appearance to coming the various se the ruled pages follow-lls are arranged w sell ogran for every nd 1925, etc.

An Ideal Gift for Those Who Sell—Something your salesmen will really welcome. An excellent souvenir for a sales convention. An inexpensive prize for those who attain a certain sales ob- jective the closing month of the year. A useful and beautiful sales banquet "place card" with your insert in front. A gift for jobbers' salesmen that will work for you 365 days next year.

1925 Data Book

ales Re Table of Mark-ups and Discounts
man's Various ready reference tables used
he sales by a salesman in his daily work,
es in the including a table for finding the sell-
He call ing price of an article; table of equiv-
ahead alent discounts; interest table; table
t an in showing yield of securities purchased
rtinent at various prices; a chart in color
esman which a salesman can use in explain-
of today ing to a customer the advantages of
g the sta handling fast moving stock, even
etes than though the margin is less.

Best Hotels for Salesmen in 250 Principal Cities

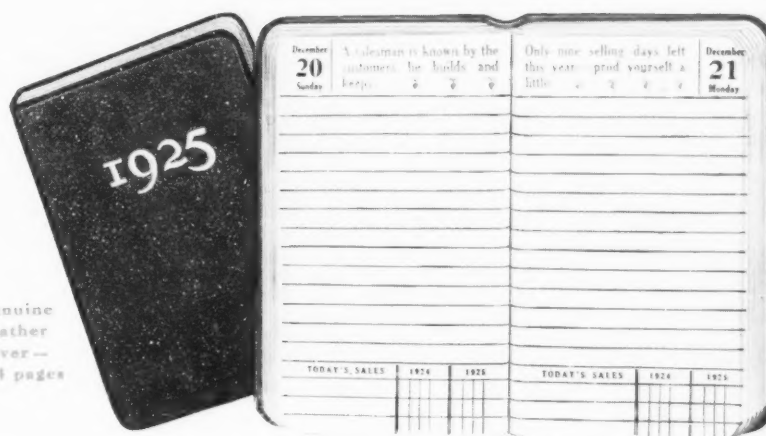
Records Five hundred sales managers have
pages cooperated in preparing this list of
month hotels. A salesman using these hotels
nk dep will save his company from ten to
ate, 192 twenty per cent. The revised 1924
ering the United States government census
en. estimates, and revised estimate of
trading population is also given for
each city.

at time Price

\$12.50 a hundred; larger
d in three strong bond paper; hand-
g salesman in panel, 25 cents a book
is if ordered before November 15.

—180 Land Avenue, Chicago, Ill.

don: 18 Hampton Row, W. C. 2



The New Page-a-Day Book for Salesmen

FOR a salesman who makes frequent call backs, we have provided a special book, illustrated above, containing a page for each day in the year with ample space for data and memoranda; space for entering each day's sales totals; comparison with last year's results for the corresponding day, etc. Tables of equivalent discounts, interest calculations, calendars, etc., increase its daily usefulness, while the pages of suggestions for improving a salesman's work, under the heading "If I Were a Salesman Again," by a corporation president, will be a constant inspiration to bigger accomplishment. Samples will be sent on approval at the single copy price.

\$1.75 a Copy—\$18.00 a Dozen

Would a Penny Be Too Much?

WHAT would you be willing to pay for an idea that you could use to increase sales? Would a hundred proved plans, used successfully by other concerns, be worth a dollar? Would you give six dollars for six hundred ideas that have produced thousands of dollars worth of new business for other concerns?

Bound Volume VI of "Sales Management" Magazine is now ready. Only a limited number of copies have been bound and a reprint is out of the question. When these few hundred are gone there won't be any more. Over 300 articles like these in one big nine-pound book done in buckram:—

What Is a Fair Average Salary for An Advertising Manager?
The Passion for Inquiries
How We "Cash In" on Our Newspaper Advertising
Five New Accounts Per Salesman
A Plan That Sold a Month's Quota in Two Weeks
Four Million Sales in Thirty Days
How We Found a Better Way to Pay Our Salesmen
Selling the Commission Idea to Salaried Salesmen
Salesmen Bury "Old Man Quota" in Exciting Contest
When Your Sales Contests Begin to Lose Their Kick
Salesmen Who Are Muscle-Bound At Thirty-Five
The Salesman Who Can't Stand Criticism
The Salesman Who Fritters Away His Time With Sidelines
He Taught Salesmen the Knack of Helping Customers Pay Up
Fuller Holds House-to-House Selling Does Not Cut Costs
Calls and Profits
British Sales Possibilities—Today and Tomorrow
British Departmental Stores As An Outlet for American Goods
Breaking Into the British Market
Are Sales Managers Blind to Canadian Sales Opportunities?
The "Own Your Own Business" Bug

Using the Sales Contest to Recruit New Men
Selling to Institutions
The Presidential Year and Your Salesmen's Morale
Is the Farmer a Martyr—Or a Pirate?
When You Need Salesmen in a Hurry
Recruiting a National Sales Force in Ninety Days
Story-Style Sales Letters
Coaxing, Persuasive Sales Letters
Eight Letters You Can Use to Sell the Advertising to Your Salesmen
Coaxing Letters for Stubborn Dollars
Why We Changed From the Branch Office Plan
The Disgruntled Customer
How a Newcomer in a Crowded Field Sells 5,000 Pianos Yearly
Plans for Following Up Inquiries
How a Sales Manager Can Make Himself More Valuable to the Business
The Truth About the Salaries Paid to Sales Managers
The Kind of Sales Manager Who Goes Over Big
When and How to Cut a Territory
Warming Up to the Buyer Who Just Sits and Lets You Talk
A New Approach Plan That Is Boosting Sales
The Salesman Who Says "Sign Here" and Gets Away With It
Rearranging Salesmen's Routes in Detroit Doubles Sales

Price \$6.00, postpaid

MONEY BACK IF YOU WANT IT

THE DARTNELL CORPORATION - Publishers

1801 Leland Avenue, CHICAGO

Publishers of "Sales Management" Magazine

Our Business Is Not Different

A sales manager proves to his own satisfaction that the same tactics will sell bonds, stove polish, breakfast food or bicycles

By Charles A. Bonniwell

Director of Sales, S. W. Straus & Company, Chicago

UPON assuming direction of the sales of S. W. Straus & Company, it was natural that there should be a comparison of the methods employed in selling the lines I had formerly represented, with those which the new task involved.

If you were asked, "What is the difference between selling stove polish, breakfast food and oleomargarine to the corner grocer and selling bonds?" what would your answer be?

At first thought your reaction would probably be, "All the difference in the world. There is not a single point in common. On the one hand there is a re-sale proposition to buyers accustomed to ordering in small lots of \$10 and \$20—on the other hand, a high type of specialty to be sold to men and women accustomed to dealing and thinking in terms of thousands of dollars."

Trying Out With a New Line

This was the obvious reply, and assuming there was a marked difference, it was decided the best way to establish just how much of a change in tactics would be necessary would be to go into the field and sell bonds just as the men under my direction would be expected to sell.

A portfolio was prepared which contained all of the material any salesman has if he is properly prepared. There were advertising circulars, old customer lists, prospective customer lists, sample bonds and order blanks.

By the time the first town was reached I had built up so many obstacles that would have to be overcome that they took on the characteristics of bogey men. The more I thought about earlier experiences, the more it seemed that not one method with which orders had

been secured from retail buyers could be applied to this specialty selling.

According to the prospect and customer lists, there were but a few people in this town who might be interested in bonds and it did not take long to exhaust the possibilities they represented. There were still several hours before the next train. It seemed a shame that all of this good time should be wasted.

When my lists had failed to disclose a buyer among the retail merchants when selling stove polish or oleomargarine, it had been customary to resort to a cold canvass, but this was one of the bogey men obstacles I had erected in my imagination. A cold canvass in specialty selling would never do. But a trial would do no harm. In less than two hours information had been secured about one of the residents of this community which later resulted in a sale of \$250,000. This buyer had been an oil field operator and had just recently disposed of his holdings and had quietly been looking for investment possibilities.

Experimenting With Approaches

Bogey number one had been shattered—and the first trace of similarity between the methods of selling these divergent lines established. If a cold canvass in a small town could uncover a prospect for a quarter of a million dollar sale, what could it do in larger centers with more people to call upon?

But the type of buyer is so different that an entirely different method of approach must be used; this was the second bogey man I had to overcome. The man or woman with from \$1,000 to \$10,000 to invest is a much harder prospect to sell than the one who is buying only \$10 worth of merchandise, I argued.

On the prospect list there happened to be the name of a merchant who was reported to have funds available for investment. If the commodity I wanted to sell him had been merchandise for his store, it would have been natural to check up the number of potential buyers in his neighborhood, his window displays and advertising, and gather facts upon which to hang an approach or offer a reason for conversation should the selling talk lag.

It was bonds to which his attention and interest were to be directed and it was not possible to stand in front of his store or his home to build up an argument to influence him to buy bonds, but it was possible to find out something about him.

Another Bogey Shattered

For years this man had been suffering from stomach trouble and was a "crank" on dietetics. At the time of my call he was discussing food values with one of his customers and it did not take long for him to include me in his audience. We went at it hammer and tongs, disputing each other's statements and theories, but after the argument had been settled to his satisfaction and my business was mentioned, it required but little sales effort to sign him up and a sale for \$30,000 was recorded.

In another instance it was reported that an elderly gentleman and his wife were planning to endow their alma mater with a president's chair, and had \$50,000 in Liberty Bonds available for this purpose. The local banks had thrown cold water upon any suggestion that they invest in a security other than the banks had to offer.

It was impossible to approach them and discuss my offering without some argument to base the suggestion on, and their sales

\$63,393 from One Letter!

\$63,393.00 worth of merchandise sold with a single one-page letter at a total cost of less than \$100.00.

Send 25c for a copy of POSTAGE MAGAZINE and an actual copy of this letter.

If you sell, you need POSTAGE which tells how to write Sales-Producing Letters, Folders, Booklets and House Magazines.

Subscription only \$2.00 a year for 12 numbers full of selling ideas.

Thousands of firms are profitably reading POSTAGE. You can. Try it.

Guarantee: \$4.00—twice your investment—refunded at end of year if you are not satisfied.

*Anything that can be sold,
can be sold by mail*

POSTAGE
18 East 18 Street
New York City

resistance had to be broken down. By skirmishing about a little, it was soon made evident that they were tremendously interested in charitable work of all kinds, so when the appointment was made, we discussed every subject under the sun relating to humanitarian work but did not mention college or investment. Indirectly they were sold on the interest my house took in its individual investors. As a result when I left them they had signed an order, not for \$50,000 as originally planned, but for \$60,000.

Bogey man number two disappeared. "There isn't any difference in the approach one must use," I decided. "Just study the buyer a little and pick out a hobby of his and play it up. It gets the business."

The Universal Buying Motive

Having solved the problem of the approach it still seemed as if the investor with several hundreds of dollars to use would demand much more information than the small buyer who ordered in lots of \$10 to \$20.

It seemed as if the one prime requisite would be an absolute guarantee of safety and profit return. Here there flashed across my memory the first sale in my experience. It consisted of a half gross of stove polish sold to a merchant in Philadelphia. I had been walking the streets for days with a demonstrating kit and sample cans and almost without exception had been turned down with the remark, "There is no demand for your product. We must have a demand for a product before we can stock it."

To create a demand I bribed a young lady to enter a nearby store and ask for the kind of polish I was selling. I followed her a few moments later. The merchant replied to my question as to whether he had any requests for the polish by saying, "No, but my daughter came in just now and said that a young man had paid her to come in and ask if this polish were on sale here." The joke was on me and after listening to a lecture on the foolishness of creating a false demand for any product, the merchant gave me an order for half a gross.

"Young man," he said, "any merchant will buy anything if he is reasonably sure it will move from his

shelves and return to him a fair margin of profit for his investment. Convince him that this is the case and you will never find it necessary to stoop to subterfuge to sell."

His advice proved so excellent and his statement so exact over a period of twenty-three years it seemed to me it must also apply to investment selling. The merchant expected his goods to move and return a profit—likewise the investors expected their bonds to be a safe investment with a guaranteed return.

The attitude of the average investor was well illustrated by one buyer who had advised that it was his intention to invest in an industrial stock paying seven per cent, rather than a bond such as I sold paying only six per cent.

As soon as he had made this statement, I managed to change the trend of conversation from investments to safety, and we swapped experiences wherein narrow escapes from injury by automobiles and street cars were mentioned. Just before leaving him I suggested that it might be well for him to be absolutely certain that his proposed investment was not only safe but that his dividend return was assured. It was pointed out that many times directors of an organization found it expedient to pass a dividend and the stock-holders held the bag. He studied this suggestion for a moment, and, reaching for a pen, asked for an order blank. "Guess I had better be safe with six per cent than sorry with a possible seven," he concluded.

The Value of Complete Records

Here was the similarity in the buyers' motives for spending their money whether for re-sale commodities or investment purposes. Another bogey man was scared away.

In making this investigation sales tour, the importance of complete reports had impressed me. It was noticed that in those communities where the salesman had been careful to make complete reports, the sales volume was higher. This brought to mind the reasons for my first promotion. I had been covering a territory in Pennsylvania for the Lamont Corliss Company and received a wire to report to the home office. Thomas Lamont, now a partner with J. P. Morgan, was

my superior; calling me to his office, he told me that the Chicago branch needed a manager and I had been selected. "While your sales record has been satisfactory," he said, "that is not the reason for your promotion. The real reason is the manner in which you have sent in reports on your territory. We can place them on a desk, study them, visualize the territory and almost feel personally acquainted with your buyers."

I have never known a salesman who did not detest the necessity for making out reports—yet in previous experience it had been demonstrated that the more complete they were, the better equipped the home office was to follow up on prospects—and in the bond business, even the tiniest of errors might result in a lost sale.

Knowing that an investor had \$10,000 available for investment and neglecting to report what his business is, whether this money is in cash or other securities, may throw the follow-up machinery in the home office out of kilter, and when a call is made later, the prospect may already have purchased another security.

All Selling Problems Parallel

We have all had experiences where some customer has written us and said, "Send me a stock of this. You know what I want. Use your own judgment." And it is a compliment in that the buyer has this confidence in us. Such an experience is not at all strange in this business of bond selling.

Just the other day the mail man placed a small package on my desk and said, "Somebody must be sending you cigars." When it was opened it disclosed a cigar box, but instead of containing Havanas it was crammed with currency which totalled \$12,000, and another mail brought a penciled note from a customer in Iowa: "Am sending you \$12,000. Buy a good bond for me and hold until I call for it."

This, more than anything else, has convinced me that people are pretty much the same the world over. Whether it be safety pins or real estate bonds—if there is confidence in the seller and his house, assurance of a good product and a fair margin of safety, the methods to be employed to sell them differ not at all.

*This time of
the year Automobile
Owners spend a lot of
money for new things—
necessities and luxuries
both*



If you want to know the easiest, surest way to reach them and interest them in your goods or service, send for this free booklet "Reaching National and Local Consumer Markets."

When sending for the book tell us what you have to sell and where you want to sell it so we can make recommendations intelligently and to the point.

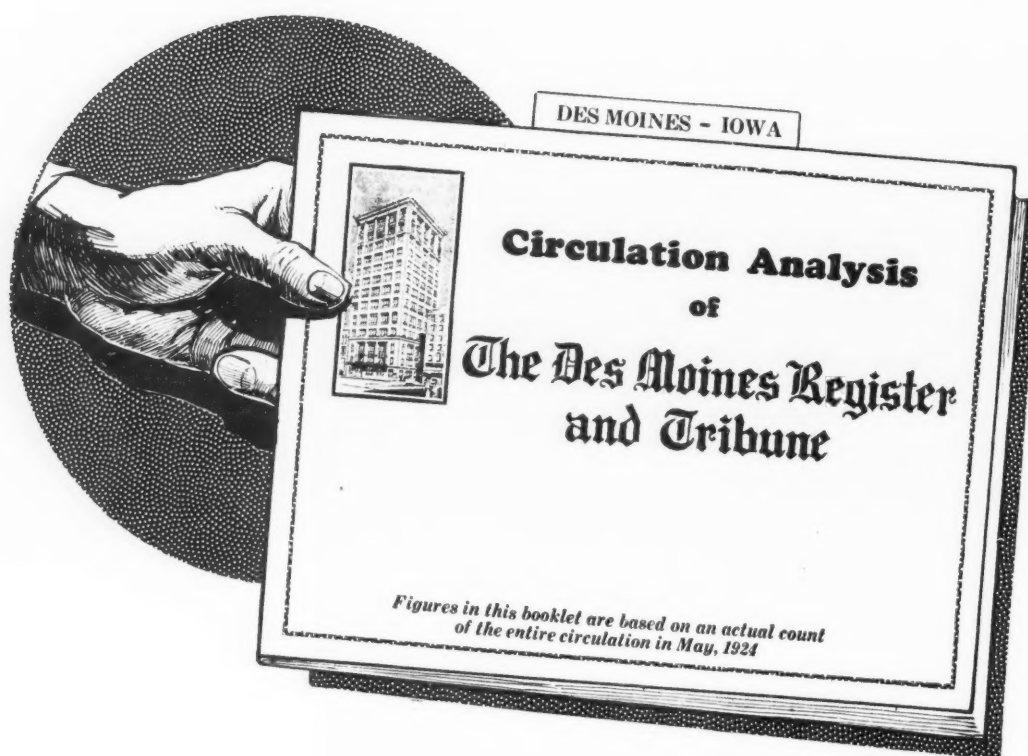
Please address inquiries to the Nevada Office

The
**Reuben H. Donnelley
Corporation**

Chicago

New York

Nevada, Ia.



Check Your Iowa Distribution --with this Booklet

See how closely your dealer organization in Iowa parallels the circulation of The Des Moines Register and Tribune.

This booklet is a complete analysis of our 145,000 daily and 130,000 Sunday circulation.

It shows the number of families as well as the number of Des Moines Register and Tribune subscribers in every county and in every city and town in Iowa. It also contains a dot map that visualizes our coverage of the state. May we mail you a copy?

The Des Moines Register and Tribune

*The Backbone of Practically Every Successful
Advertising Campaign in Des Moines and Iowa*

"Your Friend In Des Moines"

Our merchandising department is your friend in Des Moines. We know the brokers, the jobbers and the retailers — and best of all we have their confidence. We can help you make your campaign more profitable.



Iowa's location in the heart of the fertile Mississippi Valley is the reason for her agricultural prosperity. The MacArthur bridge at Burlington

Sales Possibilities in Iowa

Campaign Records in Hawkeye State Reveal Great Potentialities of Territory for Intensive Development

IN talking with an old time sales manager who has been connected with one of the leading national advertisers and with one of the pioneer advertising agencies, he told me that more money had been made through advertising in the middle west than in any other section of the country. Continuing, he said:

"When our company first started advertising, I used to ask every advertising solicitor one leading question. That was, 'How much circulation do you have in the middle west?' I based my decision for or against new media largely on the answer to this question. I rather suspect that some of the solicitors in those days learned of this question and prepared for it in advance of their call, as I scarcely remember any publication which could not show a perfectly marvelous circulation in the states bordering on the Mississippi or Missouri rivers. It was astounding."

This sales manager has seen the mid-west in all of its phases. From the raw pioneer days, on up through the various stages of prosperity and modern development until now some of the states, such as Iowa, boast of an automobile for every four men, women and children. He has seen it come out of the slough

of despondency almost over night; he has learned to discount many of the stories his salesmen tell when crops are said to be poor, and he has learned to maintain sales effort on an even keel through flood waves of prosperity as well as the lowest ebb of various depressions which

have swooped down upon these states in times past.

That this sales manager was not far wrong in basing his judgment of a medium on its mid-west circulation, particularly the circulation in Iowa, may be seen from the statements of several experienced advertisers. According to an executive of the Williamson Candy Company, that state rates third in sales of Oh Henry! candy bars. A leading fountain pen advertiser says that per capita sales in Iowa are slightly ahead of the United States average, and a food product manufacturer points to Iowa as a leader in per capita sales.

Fundamentally there are many reasons for this condition. Iowa has a prosperous small town and farm population and a high percentage of native white inhabitants (you could put all its negroes in one town and then the town would be much smaller than the population of Chicago's black belt); practically the entire state is under cultivation, and the land is rich and productive. Iowa farmers have long been noted for their progressiveness, being the leaders in the adoption of good roads, modern machinery, electric lights, telephones, and automobiles. Its population is noted for its willingness to accept new ideas, and for



The Equitable Life Insurance Company of Iowa, Des Moines



Sioux City is typical of Iowa's urban centers

its responsiveness to advertising and sales efforts.

In population Iowa is sixteenth, in area twenty-fourth; hence it is an easy state to work, and its network of good roads and ample railroad facilities make this state an economical one from the standpoint of the sales manager. The state presents few of the problems encountered in marketing a product in big cities, as it has but eight towns with a population of more than 25,000. Because of the ample railroad facilities, few farmers are more than six or seven miles from a railroad—in fact there isn't a single point in Iowa that is more than twelve miles from a railroad. This enables the sales manager to obtain quick distribution and in these days of hand-to-mouth buying, it is a real factor in a sales campaign, for one of the prime requisites of selling today is the necessity for quick and reliable distribution of merchandise, so that dealers can be kept stocked at all times, in spite of small orders.

As everyone knows, corn is Iowa's leading crop. In 1923 it brought \$266,749,000 to the farmers of the state. Other crops, including oats, wheat, hay, alfalfa, barley and rye brought the total up to \$511,044,000, which accounts for the fact that Iowa's per capita wealth exceeds that of any other state. It amounts to \$3,539, according to the latest census figures of the government.

Perhaps the reason that Iowa is noted for its responsiveness to

advertising is due to the high percentage of literacy in the state. Her percentage of illiteracy is the lowest in the entire country.

On a basis of five calls a day, it would require approximately a year for one salesman to work the entire retail drug trade of the state—two years to work the grocery trade, figuring on eight calls a day. While it cannot be said that there is not ample competition in any part of the state in the various lines of business, yet an analysis of many sales organizations shows that the state is not being worked as inten-

sively as it should be—that salesmen are being allowed to route themselves according to their own convenience, and are passing up many stores and some towns of no little importance.

Potential selling possibilities in many lines in Iowa are far ahead of actual sales accomplishments so far. This is particularly true in the field of electrical household appliances. Iowa has 370,000 electric meters. The state has more than seven thousand miles of high voltage lines which connect cities and towns and form the basis of Iowa's super-power system. Radiating from towns served by these high-voltage lines are thousands of miles of low voltage lines, serving the rural population. Besides the transmission lines, scores of towns have isolated generating stations.

This offers a remarkable outlet for electrical appliances. In use in the state at present, it is estimated that there are 140,000 electric irons, with a potential market for 230,000—77,000 vacuum cleaners, and a market for 293,000—58,000 electric washers, with a possible market for 312,000—10,000 percolators, and a potential market for 360,000.

Just how far the electrical appliance sales have been allowed to lag behind other lines is seen when we compare the ten thousand percolators now in use in the state against the 560,000 passenger automobiles

Number of Iowa Retail Dealers

Auto Dealers, Garages, Supplies, etc.....	5081
Bakers, Retail	546
Booksellers, Stationers and News Dealers.....	1536
Boot and Shoe Dealers.....	615
Builders Supplies	99
Cigar Dealers, Exclusive.....	963
Clothing Dealers	846
Confectioners	887
Department Stores	93
Druggists	1449
Dry Goods Dealers	446
Electrical Supply Dealers	432
Furniture Dealers	1218
General Stores	3400
Grocers, Retail	5672
Hardware Dealers, Retail	1656
Jewelers	836
Lumber Dealers	1554
Meat Markets, Retail	1643
Men's Furnishings, Retail	335
Musical Instrument Dealers	473
Paint Dealers	240
Restaurants and Lunch Rooms.....	2207
Sporting Goods Dealers	193
Talking Machine Dealers	348

and trucks. Seemingly it ought to be possible to sell as many percolators as automobiles, yet in one year the state buys more than seventeen times as many automobiles than the total number of percolators in use in the state. For every washing machine there are more than nine automobiles—for every electric iron there are four automobiles.

The state has more telephones than France, and more than any other foreign country with the exception of Great Britain, Germany and Canada. If radio sweeps the state as telephones have, it is not unreasonable to say that this state alone could take care of a large part of the present output of the entire industry.

Distribution Facilities Are Good

There are enough jobbers in all lines to provide an ample distribution of almost any product. In the grocery field there are eighty-four wholesalers, in twenty-one cities. There are thirty-seven hardware jobbers, ten jobbers of electrical supplies and equipment, eight drug jobbers and eighteen automotive equipment jobbers.

Of course there are a number of out-of-the-state jobbers who command a big volume of business from the state. Omaha competes with Sioux City, Council Bluffs and Des Moines; Chicago, Minneapolis and St. Louis share in a portion of the state's trade as well as some of the jobbers from St. Louis who travel men in the Hawkeye state.

While Iowa is not generally known as a great manufacturing state, it is nevertheless becoming increasingly important as a manufacturing community.

As a final evidence of the state's productivity for advertisers, it may be interesting to consider the figures of one national advertiser who kept a record of expenditures for advertising by states, and a similar record of sales. He found that Iowa produced sales of \$877,265 in one year, against which was charged \$22,047, while Illinois produced sales of \$566,846 with an advertising expenditure of \$25,499. Similar comparisons with other states showed the same trend—that Iowa produced more sales for the same advertising, or more sales for less advertising than any other state.



MORE SALES WITH
4-PAGE LETTERS
Lithographed
IN COLORS!

Don't take the keen "edge" off your sales letters by saying "Enclosed please find circular, etc." Modern 4-page letterheads tell your story in pictures and color, the language everyone understands. They enable you to brush by all stale phrases, and talk business clearly and forcibly.

The 4-page letter is less expensive and more effective than separate letters and circulars. They put complete information before the buyer and keep it there—nothing to lose or be thrown away. In short, they are the utmost in simplicity, neatness, and time saving for both sender and reader.

The following approximate prices indicate the economy of using 4-page letterheads in colors:

	Per 1000 two colors	Per 1000 three colors	Per 1000 four colors
50,000.....	\$11.30	\$15.60	\$19.30
100,000.....	9.10	11.80	15.25
250,000.....	8.30	10.50	13.00
500,000.....	7.45	9.60	11.80
1,000,000.....	7.30	9.35	11.40

Size 11 x 17 folded down to 8½ x 11. Paper stock 20 lb. white sulphite bond. Engravings and art work extra at cost. Prices F. O. B. Chicago.

Write us for prices on any other work you may have in mind. We do lithographing, printing and engraving, and do it right the first time.

Samples on request.

Federal Bank Note Company

Lithographers - Printers
 10 South Dearborn Street, Chicago



That Fifth Call!

"Sixty per cent of the merchandise stocked and sold is bought on or after the salesman's fifth call, but only 12.7 per cent of the salesmen ever make five calls," said one thousand retailers in a recent investigation, the results of which may be accepted as typical.

The simple remedy would seem to be to have all salesmen make five calls on each buyer, but if this were economical, don't you think most salesmen would do this? The reason they don't make five calls on each prospect may be one of expense, of limited time or because the salesmen are after prospects who buy easily.

Thus it may happen that upon investigation a manufacturer, for instance, may find a territory only half sold when his salesman reports maximum distribution.

Now, it may be the salesman's fault that he doesn't follow through, but may not some of the blame fall on his house because of lack of proper support?

It is indeed difficult to imagine anything more tiresome than that long wait before a buyer grants a ten-minute interview, which may be constantly interrupted; or to walk in and find the buyer out of town with no chance to see him for sixty days; or to find extensive missionary work necessary. Isn't it a high tribute to salesmen that they sell as efficiently as they do?

Direct Mail Advertising, like salesmen, may irritate or win the confidence of a buyer, depending upon the method of approach.

Because Buckley, Dement & Company has had long experience in the preparation of Direct Mail Advertising, unusually good returns may be expected from campaigns which we prepare and mail. We best describe this by saying: *Directed Advertising Makes Enthusiastic Prospects and Customers.*

BUCKLEY, DEMENT & CO.

*Direct Mail Advertising
Planned—Printed—Mailed*

General Sales Office and Plant
1300 Jackson Blvd., CHICAGO

Eastern Sales Office
247 Park Ave., NEW YORK

Complete Departments in: Merchandising, Surveys, Copy, Art and Plates, Printing, Imprinting, Mailing Lists, Pen-Addressing, Typewriting, Letter Reproduction, Mailing.

Another Whack At Mr. Goode

Editor "Sales Management":

Regarding the article by Mr. Kenneth Goode in September "Sales Management" entitled, "How Much Horsepower Has an Automobile Advertisement?":

Why pick on the farm mortgage maker, Mr. Goode, for your exhaustive investigation of the sameness in advertising copy? Why slight toothpicks, adding machines and shaving soap? Guess what this headline lifted from an advertisement in a recent issue of a most expensive "medium" craves to sell: "Your banker knows the value of _____"; Pajamas? Boiled Rice? Safety Razors? (No, it wasn't an automobile).

But suppose we stand back from this particular tree so that we may see the forest. Divorce single phrases, sentences or even paragraphs from their appropriate setting in the Book of Books and you can prove Abraham a thief and Moses a liar. There is nothing quite so misleading as a half-truth, you know.

All Goes Back to Human Nature

It is indeed unfortunate for the idealists in our profession that human nature responds to the same very limited circle of sensory images month after month, year after year, now and forever. We may juggle the words and their arrangement, we may exhaust the colors of the rainbow and the engraver's skill, we may contribute materially to the mortality rate among commercial artists, but in the end, we must produce a harmonious appeal to the same old instincts and emotions that have dictated the actions of the consumer since the first flint tipped shaft was bartered for a slice of jerked orange-tang. "Truth in advertising" compels us to make essentially the same claims as our competitors; we can only change the "dress."

We need you, Mr. Goode—and more power to you—to remind us there IS a rut into which we may easily fall. We will always need crusaders even though they see but part of the truth, because they see that part so intensely. But we need, too, a saving realization of the fact

that advertising men are prone to get their heads in the clouds and think in terms of plain "bunk" and "hokum."

The writer is not in the automobile advertising field, but he is willing to bet a package of the most widely advertised chewing gum in the world that in spite of any Chinese puzzle arrangement that may be worked out of detached fragments of current automobile advertising copy, that same copy will go merrily on making business for the automobile loan agencies, while those automobile manufacturers who attempt to exploit the technical points in which their cars really differ from others will very soon be busily engaged in figuring out how to overcome the physical law that the shortest distance between two points is a straight line, their sales curve representing the straight line in this case, and the other point being Zero.—C. L. Jaliffe, Advertising Manager, White Eagle Oil and Refining Co., Kansas City, Mo.

The Poster Advertising Association will hold its thirty-fourth annual convention at the Hotel Statler in Detroit October 13 to 18. The first day's program includes a secretarial conference designated as a "Think-Out-Loud" meeting, at which representatives from more than twenty poster advertising associations will make short talks.

The Wednesday sessions will be devoted to a discussion of inspection and field service. E. W. Lemay will speak on "Plant Construction"; W. R. Bell will discuss "Increasing Advertising Values and Winning Public Approval by Structural Improvements and Landscaping"; George W. Kleiser will speak on "Location and Placement of Poster Panels." George H. Williamson, president the Williamson Candy Company, is the principal speaker for the afternoon session, on "The Advertiser's View of Service."

Speakers and their topics for the discussion of "Promotion and Research" include: William H. Goodwin, "Working with the Community"; Harry C. Walker, "New Terms for Old—and Why"; W. L. Nicholas, "Hand-Painted Poster and Local Advertising"; Harry F. O'Mealia, "Censoring Local and Theatrical Advertising."

A tip from 1923

LAST year a number of manufacturers "stole a march." Like others they advertised their Christmas goods in the national magazines and newspapers. But, unlike their competitors, they did not rest here.

Shortly after Thanksgiving their Giant Ads* began to blossom out in their distributors' windows. Prospects saw these advertisements in the magazines—and later saw them again in giant size—at the dealer's store.

The magazine advertisements did the *selling*; the Giant Ads did the *reminding*—where the product was for sale.

Giant ads are good advertising at any time of the year. But with the increased number of window shoppers at Christmas they are particularly valuable. In the keen holiday competition they are often the deciding factor which makes for a successful season.

Details of how Giant Ads can be used to stimulate Christmas business will be given on request.

* Giant Ad—enlargement of a magazine or newspaper advertisement for display in dealers' windows. Any size up to 38x50 in. Black only or any number of colors.

NATIONAL PROCESS COMPANY, Inc.
218 West 40th Street, New York
Pennsylvania 4600

BOSTON
80 Boylston Street
Beach 3321

PHILADELPHIA
35 South Broad Street
Rittenhouse 4235

PITTSBURGH
335 Fifth Ave.
Atlantic 0315

GIANT ADS



The Largest Advertising Building in Great Britain

The Samson Clark organisation is housed in this modern seven storey building — the largest building in the United Kingdom entirely devoted to advertising. The total floor space is 22,500 square feet and in addition to the usual executive offices and departments there is a Lecture Hall, Conference Room, Staff Restaurant, etc.



The vast possibilities of the British Markets

THE United Kingdom, smaller in area than the State of New York but boasting a population of nearly fifty million people, is an ideal market in which to operate. In no other country will you find territory so easy or so economical to work.

The measure of success achieved in the British market by American manufacturers should encourage others to come into this field *now*.

* * *

If it is true as has been said that America's bid for industrial supremacy is dependent on low cost mass production, and that mass production is based upon low cost mass selling in international markets,

inquiry through their well-informed agency will provide you with a unique opportunity to learn more about the unrivalled trade extension possibilities offered by the British home and Empire markets.

* * *

In the year before the War, Germany sold goods to the value of \$850,000,000 to the British Empire. America can do much better than that.

American visitors to the British Empire Exhibition which is being held in London this year have obtained first hand information regarding the stupendous capabilities of the British Commonwealth of Nations.

* * *

They have been given striking

proof of the buoyancy of Australia's resources, the rich markets and boundless possibilities in New Zealand, South Africa, India, the Straits Settlements and other parts of the Empire.

They have learned that in these countries the earning capacity of the people, the spending power and the standard of living are phenomenally high. The potential wealth is endless, the resources almost untapped. * * *

Write today and let us tell you more about both the British Home and the British Empire markets. Let us submit a scheme for marketing your goods in this important territory.

Samson Clark Advertising Service

57-59-61, Mortimer Street, London, England

Cables: (via Imperial) "Unsullied, Wesdo, London."

Telephone: MUSEUM 8060 (Ten lines).

Well! What Is the Horse Power of Automotive Advertising?

By William S. Power

When we printed Kenneth Goode's article on the subject of automobile advertising copy last month, we knew we were in for a lot of criticism. We realized that not every one would agree with Mr. Goode—in fact that is why we printed the article—to encourage more discussion of the various viewpoints concerning advertising and the methods of accounting in determining the pulling power of advertising. Here is a very frank discussion of Mr. Goode's article, written by a man who has had a hand in automobile advertising for many years.

IN the September issue of "Sales Management," Kenneth M. Goode propounds the query: "What is the horsepower of an automobile advertisement?"

And then in his somewhat wordy article he overlooks entirely his self imposed task of answering the question. He damns motor car advertising by inference—without producing any damning evidence. He juggles phrases and paragraphs into a series of interesting but perfectly meaningless combinations and then leaves us flat, just where we started, without even telling us why Bacon wrote Shakespeare, or how old was Ann.

Now as a matter of fact, about the easiest and most injudicious thing any of us do is to criticize. And the funny part of it is we are usually most active and positive in our critical attitude on subjects we do not know anything about.

Past Record is Creditable

I carry no particular brief for automobile advertising. Some of it no doubt is pretty bad. There is unquestionably a good deal of sameness to it.

And yet in no field of industry or commerce can we find more intelligent and constructive effort than has been displayed in the development of motor car advertising. And the incontrovertible fact which Mr. Goode seems to have overlooked—is that it has done a fairly good job. The growth of the motor car business in the last decade is one of the outstanding romances of American industry.

It would not have been possible without the carefully directed and persistent advertising that has occupied so large a part in its merchandising program. Ten years ago—in

1914—slightly over half a million motor cars were built and marketed. There was spent in strictly national advertising during this same year two and a quarter million dollars. The average expenditure per car was \$4.29.

In 1923 the motor car output was nearly four million cars and the advertising expenditure in national media slightly under eight million dollars. The average expenditure per car was \$2.20.

Surely if all this advertising is as bromidic as Mr. Goode infers, this marvelous development and equally marvelous decreased advertising cost per car could not have been possible. It may possibly be argued that the motor car, meeting a definite economic need, has grown to its present gigantic proportions in spite of rather than because of its advertising.

Suppose we analyze that a little. Name over the eminent successes in the motor car field. Without exception they are the ones that have been persistent users of advertising space. Physical growth and intelligent advertising have gone hand in hand.

An Adequate Copy Test

The innumerable companies that are hanging on the ragged edge of the industry, building fairly good cars but never getting anywhere, are the spasmodic, hit-and-miss advertisers who deserve criticism more for their lack of persistency than for the weakness of their copy.

Now, I heartily agree with anybody who says that motor car advertising can be improved. So can the advertising of soap, or ready-to-wear clothing, or safety razors. If motor car copy were perfect we might be turning out eight million cars a year instead of four.

I don't know what we would do with them, but industrial optimists tell us that there is a market for that many and it may be the fault of the advertising that we are not building them.

However, in view of the present condition of our streets and highways, I am perfectly content not to push development too hard. Four million cars a year is quite a sizeable dose for any nation to swallow.

But to get down to the matter of advertising copy. Is it really as anemic as we sometimes think? Is the fact that we can frequently lift a paragraph or a dozen paragraphs from one advertisement and knit them into another damning evidence of weakness?

The Basic Idea

A number of years ago a budding young advertising genius sprung that idea on a prospective client by bringing to him several pieces of his own advertising with the name of a competing car inserted. It was a rather indecent thing to do, of course, but it made an impression on the advertiser, and almost got the young man the account. Almost—but not quite.

The advertiser began to study advertising a little more carefully for himself. He discovered that the most successful advertising that was being done in a dozen different lines of industry was subject to the same criticism. Then he discovered another thing. He found in each successful advertising campaign a basic idea that ran through every piece of copy and found expression in every piece of literature and in every line of merchandising effort. The words and phrases used might frequently be applied to competing product—but always back of words and phrases was the impelling idea.

Suppose we consider motor car advertising from this angle for a moment. One of the most notable successes in the motor car field is the Cadillac. The Cadillac Company has been a constant and persistent advertiser for more than fifteen years. And yet Cadillac advertising phrases and paragraphs might easily be utilized for the advertising of almost any high-grade car. In fact many of them have been so used—and at least one striking Cadillac advertisement was appropriated almost entirely a few years ago to advertise a gas heating appliance.

In spite of this, however, there has been back of Cadillac advertising a basic idea that has so thoroughly entrenched Cadillac cars in the hearts of the American people that even in times of financial and industrial depression the Cadillac Company has maintained the even tenor of its successful way—the idea of “Pride of Ownership.”

Considering Individual Campaigns

Away back in the days of the old four-cylinder car that idea was first expressed—pride of ownership—national reaction to the quality and character that are built into the Cadillac car.

Agency connections have changed—different writers have prepared the copy, but always that dominating idea has been adhered to. Not only the copy but the art treatment, the physical makeup, all have been made to express it.

The Packard Company has built its campaign around the same thought phrased in a different way—supposedly satisfied ownership inferred in the phrase “Ask the man who owns one” and emphasized always in text and layout.

The Paige campaign has stressed physical beauty and has developed one of the most successful motor car organizations in the industry around the phrase “The most beautiful car in America.”

Dodge advertising has been quiet and dignified. Most of it could be used without change for almost any other motor car—yet there is a distinctiveness in the phraseology and an individuality in the physical appearance that have made this campaign an outstanding example of effective advertising. It has been consistent and persistent in its

preaching of economical transportation and has helped to so thoroughly entrench the Dodge car in the hearts of the people that the Dodge Company scarcely knows that there is such a thing as a business slump.

Yet in the light of Mr. Goode's searching analysis, the Dodge advertising would be one of the worst offenders. The Chevrolet has also built its campaign around the theme of economical transportation—but in an entirely different way from that used by the Dodge Company. Wills Sainte Claire has built an atmosphere of supreme quality about its product by subtle inference—art treatment, text, layout, all creating the definite impression of quality without the use of extravagant expressions.

In other fields of endeavor the same condition undoubtedly prevails. Victor success has been built around “His Master's Voice”; Ivory Soap is ninety-nine and six-tenths pure—also it floats. There are skins you love to touch and hosiery that is Holeproof—Bon Ami hasn't scratched yet—and if you are going to call on your best girl you know what to do with Listerine.

Studying the Basic Idea

All of which leads us to these rather obvious conclusions: The big task of advertising is to create a favorable impression on the public mind—and to mould public opinion—to stimulate desire. Manufacturing facilities have been so generally developed that it has become a comparatively simple matter to build a worthy product. Competing products in any field have much that is good in common. The arguments recommending them to public acceptance are much the same. Yet in each case there is a differentiating characteristic—an idea more or less basic around which the merchandising campaign can be built.

And this idea must find expression not merely in the text of the advertising, but in its physical appearance and in every phase of selling effort. Words and phrases must be used that might properly be applied to competing products—but the style of expression, the phraseology, the art treatment—these can be made so thoroughly distinctive that the advertising is

readily identified even without the name of the advertiser.

Hence in the analysis of copy we must go much further than the mere study of words and phrases. We must know vastly more than we can possibly gain by sitting at a desk and theorizing over a dozen, or a hundred isolated examples. We must know the campaign as a whole—the idea that is back of it—the merchandising effort into which it has been woven—the public that it is expected to reach.

This is particularly true of motor car advertising—for here we are dealing not with a product that people buy by mail or that is sold across a counter. Outside of a home to live in the motor car is the most important investment that the average man makes. Hence public confidence and good will are vitally important attributes to success in the motor car industry and the task of motor car advertising—especially in the national field—is essentially a prestige-building task.

National advertising does not—and never will flood dealers' stores with eager buyers. It does, however, establish confidence in the public mind—break down selling resistance—create desire—and so back up and vitalize the work of the selling organization. Analyzed from this angle, and judged on the basis of actual results, motor car advertising must, I think, be credited with having accomplished its task fairly well.

Its horsepower, I fancy, is quite equal to that developed in most other fields of advertising endeavor.

The city in which the 1925 convention of the Association of Newspaper Advertising Executives will be held will be selected at a dinner-meeting of the officers, directors and committee members to be held at the Union League Club, Chicago, October 16. Other business matters of importance will also be discussed, according to Frank T. Carroll, advertising manager of the “Indianapolis News,” who is president of the association.

Invitations have been received from a number of cities desiring to entertain the convention. There is considerable sentiment in favor of holding the sessions at Houston, Tex., in conjunction with the international convention of the Associated Advertising Clubs of the World.

Choosing an Advertising Agent in England

can become somewhat confusing. Assistance of widely varying degrees of capability is tendered by a great variety of known and unknown individuals and institutions. All claim to be able to handle your advertising appropriation with the maximum of productivity. To select the most suitable agent for your business or institution becomes no easy matter. Yet to your whole business future it is vital that you do this with absolute thoroughness and practical judgment.

The more painstakingly you observe these precautions in selecting your Advertising Agent, the more is your choice likely to fall on Palmer's Publicity Service. Our record of actual work done and results achieved for advertisers is as impressive as any and more impressive than most. From the moment when you invite our Principal to discuss your advertising problems, to that time months or years ahead when you are reflecting on the progress made, you experience the keenest gratification at having selected your publicity advisers with discretion.

That we are equipped to handle in their entirety all the ramifications of press, outdoor and postal publicity, permits all your advertising to be controlled from one source.

When it's advertising in Great Britain, let us give you an unbiased opinion, without fee or obligation. Our Phone Numbers: City 1874, and Central 3072

PALMER'S PUBLICITY SERVICE

69, Fleet Street,
LONDON, E.C.4
E N G L A N D

THE COLUMBUS DISPATCH



94,150

average daily paid circulation for
6 months ending March 31, 1924

Advertising Leadership

For the first eight months of 1924, the *Dispatch* exceeded the other Columbus Newspapers combined by 2,262,232 lines.

DISPATCH 13,659,283 lines
SECOND PAPER 6,634,578 lines
THIRD PAPER 4,762,473 lines

204
exclusive
national
advertisers
first 6 months
1924

215
exclusive
local display
advertisers
first 6 months
1924

Make Central Ohio Your Test Market

The Columbus Dispatch
OHIO'S GREATEST HOME DAILY



*"I turn
electric lights
on and off
regularly"*

What About Their Signs and Windows?

Thousands of merchants and good advertisers everywhere receive my service every day, save money and increase sales.

Why waste another day? I don't. I send you by return mail the TORK MANUAL which tells you How to Buy "Circulation" in Store Window Lighting and many other things you want to know about making a store advertise itself.

Also contains complete descriptions and prices of TORK CLOCKS and TORK TIMERS. Any sales manager's request on his business letterhead brings the TORK MANUAL.

TORK COMPANY

10 West 40th Street, New York

For still quicker information, telephone—
NEW YORK—Longacre 8282, Pennsylvania 3400, Pennsylvania 2750, Franklin 4870, Canal 5200, Lackawanna 3600, Canal 7000, Walker 6000, Pennsylvania 3930.

CHICAGO—Wabash 4314, Monroe 5021, Wabash 2161, Wabash 3000, Randolph 1280, Haymarket 3804.

SAN FRANCISCO—Park 9500, Sutter 4900, Garfield 4120, Sutter 7301, Sutter 6546, Carfield 3940.

Distributors in 100 Cities



The Sales Manager's Book Shelf

FORTY YEARS OF HARDWARE, by Saunders Norvell (Hardware Age). What Edward Bok did for the magazine publishing business when he wrote his great "Americanization," Saunders Norvell has done for the hardware business in America—or, it would be more accurate to say, for American business as a whole. He has written a business epic.

"Forty Years of Hardware" reads like a novel and leaves the impression of a film. From the beginning chapters where we see young Saunders Norvell starting out on the Iron Mountain for Cape Girardeau, with hand-valise, mackintosh, and circus tent umbrella, to sell knives and kettles and axes for the Simmons Hardware Company, to the final pages where the denouement of his hardware career comes in the editorial directorship of "The Hardware Reporter," the entire book is one vivid, human picture after another. It is a story of achievement, a series of character sketches, a history of business, a theme of philosophy, all in one.

When he tells of his selling experiences in Colorado, Norvell writes the following paragraph, which might well serve as a text for his story: "Let us remember that all life is an evolution, and when 'Forty Years of Hardware' is finished, it is my hope that it will show how very interesting business activities on a national scale gradually evolved from very small beginnings, and how the lessons learned from day-by-day contact with small things and what are considered small people were later of great service in a larger field. In other words, when one reviews life, small things and great things, small and great people are so involved that one cannot say what is small and what is great or who is small or who is great."

"Forty Years of Hardware" is the story of human contacts—of the constant interplay of personalities—of a stock boy and the people he knew; of a salesman and the retailers he sold; of a sales manager and president, and his business associates. The inspiration of the book lies in the fact that it has been written without preaching; Norvell's breadth of experience and depth of business vision are revealed in dozens of concrete, picturesque, dramatic incidents told with an unusual keenness of appreciation for the dramatic, the characteristic, the "story" in every-day life. Through the snap shot sketches given of business associates, we gain an idea of the keen insight into human nature that was part of the reason for Norvell's success in handling men. And we know from his record of accomplishment that he lived with his feet on the ground, that he saw life squarely, recognized the sordid and unlovely as well as the fine—and withal maintained a charitable attitude

toward the world, seasoned with a saving sense of humor. And it is in this attitude that "Forty Years" was written.

In every position he held, from stock boy to president of a nationally known hardware jobbing house, Saunders Norvell was an outstanding success, and within the pages of his story is a mine of sound merchandising principles worthy of the study of any American business man, no matter what kind of business he is in. Norvell's line happened to be hardware, but it wouldn't have made the least bit of difference had it been shoes, or ships, or sealing wax. He would have been successful just the same.

THE FEDERAL TRADE COMMISSION, by Gerard C. Henderson (Yale University Press, \$3.50). Readers of SALES MANAGEMENT who have followed the recent discussion of the work of the Commission in these columns, will find much corroborative evidence here as to the Commission's abuse of its powers with regard to publicity. Though written primarily from the legal point of view, it bears out to a large degree the main points which have been urged against the practice of publishing mere accusations in vague and general terms.

This is the first volume of a series of critical studies made under the auspices of a Committee on Legal Research, and devoted to the general subject of what is known as "administrative law"—that is, the exercise of legal control by various administrative agencies of which the Trade Commission is only one. Obviously it is not a "bread and butter" book for the sales manager. It probably contains little information that he can make immediate, practical use of in connection with his business. None the less, it does present certain aspects of a problem that is rapidly increasing in importance with the multiplication of governmental bureaus and commissions and other administrative bodies, charged with regulation of and supervision over various private activities. This is a problem which we shall be obliged to solve, in one way or another, and a good deal may depend upon the solution.

Though intended primarily for students of legal problems, the book should have at least a limited appeal among business men whose interests are broader than the immediate, daily routine. The reader will at least obtain a pretty good idea as to what he may expect from the Commission in case he is unfortunate enough to attract its attention. There is also a very thorough digest of the Commission's rulings against certain specific practices, and some recommendations as to changes in procedure which would relieve the situation considerably if put into effect.

PSYCHOLOGY, by Everett Dean Martin (People's Institute, New York, \$3.00).

PSYCHOLOGICAL TESTS IN BUSINESS, by Kornhauser and Kingsbury (University of Chicago Press, \$1.75).

"We are anxious to understand the people about us and to learn why they think and talk and act as they do," says a recently-published book. Granted without a struggle. Any man has a strong lever who can measure and understand the character, motives, and abilities of employees and customers—who knows how to change men, to modify their motives and train their abilities.

But is this a sixth sense, an intuition which some men are born with and others are not? Is it rule-of-thumb judgment or a natural science? Is there anything that can be learned from books and from personal contact with psychologists, or must a man play with no other tools but his hunches?

Mr. Martin defines psychology simply—as the science which deals with the ways in which the human animal reacts to the situations of its environment.

Anyone who thinks "Perhaps there is something in psychology that can be applied to business—I wonder" should read Martin's "PSYCHOLOGY—what it has to teach you about yourself and your world."

The book is much clearer and simpler than a textbook because the subjects are given in the direct lecture form. It is an excellent groundwork for an understanding of how psychology can be used in selling and in managing men.

It is not recommended as a book of readymade ideas that can be lifted out and used verbatim—nor, for that matter, is "PSYCHOLOGY TESTS IN BUSINESS," by Kornhauser and Kingsbury, although the latter makes no pretense of teaching and advances no theories. Ever since intelligence tests were used on millions of soldiers during the World War, attempts have been made by teachers and business men to use these tests, and modifications of them, in choosing office and factory workers, and salesmen, and in fitting the man to the right job. This book reports on hundreds of these experiments and analyzes the results, and refers to scores of books and magazine articles that deal with the subject. Psychological tests for factory occupations and for salesmen, so the summary states, have been less successful than for office workers, where considerable progress has been made in sifting out undesirable typists, stenographers, computing machine and telephone operators. More than simple intelligence tests are needed in choosing salesmen, for while *other things being equal*, greater intelligence is an asset for salesmanship, yet such methods as the army used fail to measure a man's aggressiveness, his adaptability, and his ability to wear well with employer and customers. However, at the Carnegie Bureau of Personnel Research, where life insurance salesmen are trained, psychological tests are said to have been quite successful. Tests were made on 122 men, actively engaged in selling insurance. Only eight men out of forty-seven who had less than a plus rating proved to be successful salesmen.

And out of sixty-one who had plus ratings only fourteen failed to make a fair success or better. This, we'll venture to say, is a better average than most sales managers get with the ordinary sizing-up process.



Mfd. Exclusively by
The Greenduck Co Chicago

Pat. Pending
Wetmore License

Good-Will Advertising that is appreciated

The instant appeal and exceptional utility of a handsome pocket knife with a razor edge that is always sharp and never needs sharpening makes

RAZO-NIFE
"NOT A DULL MOMENT"

The Outstanding Advertising Novelty
of All Times

Razo-Nife is a real knife that any man will be proud to carry on the other end of his watch chain, for it is as handsome as it is useful—made of solid nickel silver with a neat design and panel for initials on the handle.

Use Your Old Safety Razor Blades

Razo-Nife's blade is one of your cast-off safety razor blades—easily replaced in a jiffy—no screws or fasteners—just slips into place—always sharp.

For clipping from magazines and newspapers Razo-Nife is unexcelled—especially to advertising men. The hole in the handle makes it an efficient cigar clipper—doesn't tear the wrapper.

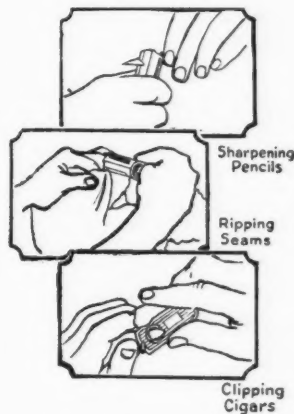
The ladies like Razo-Nife, too. Handiest thing made for ripping seams as well as dozens of other uses.

The universal appeal of Razo-Nife makes it the finest kind of good will advertising and for this use we can supply it in quantities with any trade-mark and wording etched on the handle.

Get One for Yourself

Just pin a dollar bill to the attached coupon and we'll send you a Razo-Nife for your own use. You'll actually thank us for calling it to your attention.

The Greenduck Company
1725-41 W. North Ave. Chicago, Ill.



Sales Managers:

Razo-Nife can be made up with any trade-mark, design, or special lettering neatly etched on the handle for use as an advertising novelty. It makes an exceptionally fine Christmas present that will be appreciated by your customers and one that is good for a life time of constant use.

The price on Razo-Nife made up in quantities is quite moderate in comparison to its actual value. We shall be glad to quote without obligation on your part.


We are the world's foremost manufacturers of advertising novelties of all kinds; badges, buttons, metal specialties, etc. Ask for our catalog showing a complete line of good-will builders for the man at the desk. A large assortment with a wide range of prices.

THE GREENDUCK COMPANY,
1725-41 W. North Ave., Chicago, Ill.

SP 10-24

Gentlemen: I enclose \$1.00 for Razo-Nife for my personal use. Please give me quantity prices on Razo-Nife with and without special design or trade-mark etched on handle. I understand that I incur no obligation.

Name _____ Firm _____
Street _____
City _____ State _____



GETTING OUT A CATALOG?
Send for This Book

It illustrates and describes an extensive variety of binders for Loose Leaf Catalogs, Price Lists, Sales Manuals, Photographs, etc. It shows exclusive types especially devised for general distribution purposes. CESCO Catalog binders stand out from the rest—because we specialize in covers of original and distinctive design. Samples and suggestions freely submitted. Send for the book illustrated above—it may help you by suggesting just the sort of cover you require.

The C. E. Sheppard Co.
260 Van Alst Ave.
Long Island City, N. Y.

\$10,000 Extra Profits for this Advertiser

IN two years one advertiser had accumulated 100,000 inquiries, but no type of follow-up had been able to make them pay. We suggested an entirely different plan of follow-up that, much to his surprise, is making these names yield him \$10,000 extra profits a year.

Such results are not unusual when an advertising agency is equipped to help its clients on the follow-up literature as well.

FREE Write today on your business stationery, mentioning October "Sales Management", and we shall be glad to send you reprints of articles on mail order selling by

Ralph K. Wadsworth
a recognized authority
on mail order selling

Grant & Wadsworth, Inc.
342 Madison Ave. New York City
Advertising—Creative Marketing

Should the Sales Manager Blue Pencil the Advertising Copy?

(Continued from page 1578)

obstacles for them, a few will report the incidents, write more or less hopeless letters of protest and mail them in to the home office—the others will simply damn the man who approved the copy, and leave the proofs or the portfolio in some hotel wastebasket.

Undoubtedly you have had the chance to notice that, when the plan of an advertising campaign is presented to a group of salesmen, their first interest is rarely connected with the choice of mediums or number of mailings or the amount and distribution of mailing lists and circulation. They want to see the advance proofs of the actual material which will be used.

What they want to know, first and foremost, though they may not say so in so many words, is the copy-slant.

"Are we calling attention, this year, to this feature?" asks Thompson.

"Isn't there some way to emphasize this point more strongly—that's what interests 'em in my territory," counsels McBride.

Help as Well as Criticism

"For Pete's sake, let's not mention so-and-so this year—we got an awful kick-back on that out on the road!" advises Billings.

"Say," contributes Landon of Kansas City, "be sure some of the pictures show scenes west of the Hudson River—I'll get you some if you need them. Eastern installations don't help me at all. Conditions are totally different out my way and my trade knows it."

It's the copy-slant and illustrations that count large with them, the men who go out on the road. If they like those two things, all is fine. If they don't, all the impotent storming of someone back at the home office to coax or coerce them into "using the company's advertising" will leave them placidly unimpressed.

Therefore, as long as I couldn't talk to every jobber and retailer myself, I would want copy over which my sales force would wax enthusiastic.

However, I wouldn't ask or expect to exercise veto-power over copy on a one-sided basis. An all "take" and no "give" arrangement rarely works out successfully in extended practice. Along with veto-power I would expect to assume a responsibility for constructive helpfulness in collecting material for copy-building.

Out of interviews with my men, out of correspondence with the trade, out of personal first-hand experiences, I would sift those facts and incidents which, retold in advertising, would give a "believability" and a humanness to my company's advertising that is too often lacking in advertising pages and advertising literature. This material I would gather in a systematic way and turn over to the man or men responsible for copy-preparation. Furthermore, I would do my best to make the flow of this material generous and uninterrupted.

By doing this I would free myself from the otherwise merited criticism of being merely a "blue pencil," an obstacle rather than a help, in the eyes of the advertising department. Being regarded as an obstacle never made any man's work easier.

October 10 is the closing date for entries of advertisements and plans of advertising campaigns for the Harvard Advertising Awards Competition.

Material published between October 1, 1923, and October 1, 1924, in American and Canadian newspapers and periodicals will be eligible for the awards of this first year of the competition.

The awards fall under three classifications: a gold medal will be given to the individual who in the opinion of the jury has done most to raise the standards of advertising; a second group of three awards carrying prizes of \$1,500 each, will go to the best advertising campaigns and researches during the year; while a third group of awards, carrying prizes of \$1,000 each, will be given for the best individual advertisements.

Sets Aside Many Traditions in Marketing Shoes

(Continued from page 1590)

smiled at the critics of his advertising, and why he never employed an agency. His advertising was specifically addressed to the particular class of consumers that would buy most readily his particular grades of product—the great middle-class of rather plain, hum-drum, prosaic men and women who want honest workmanship without any frills. They are likely to distrust frills in advertising copy, as indicating frills in the price. So Mr. Douglas kept his copy in its shirt-sleeves so to speak, ran his picture as a symbol of the personality back of the business, and told those homely incidents of his boyhood in pictures that sometimes offended the aesthetic sense of the intelligentsia. The intelligentsia, however, do not buy very many shoes in the Douglas range.

Probably the country has forgotten that Mr. Douglas was once in politics. He was governor of Massachusetts in 1905, and narrowly escaped a Democratic nomination for president. Laughingly he told me that the portrait in the advertising was what did it, and he handed me an envelope bearing the Paris postmark and a French stamp. The address consisted of the trademark portrait cut from a newspaper with the initials "U. S. A.," and it was delivered at the Brocton factory without delay in transit. Perhaps that is as good an example as any of the extent to which persistent advertising can make an object known.—Roy W. Johnson.

The Advertising Selling League of Omaha opened its fall and winter activities on September 8 with an address by Senator Ferris of Michigan, and the club rooms were jammed to capacity.

One of the activities of the League for the coming months is outlined in a pamphlet entitled "Bringing the University of Nebraska to You." By special arrangement with the college of business administration they have arranged to hold classes in five subjects: salesmanship, business law, business economics, marketing and higher accounting, under the supervision of university instructors.



What is your investment in salesmen's samples?

SALESMEN'S samples while on the road are constantly in danger—unavoidable danger of loss, damage, theft.

Don't risk your *investment* too. North America Commercial Travelers' Baggage Insurance covers the samples of an individual salesman or of the entire force.

At small cost you can protect yourself against loss of the money invested in salesmen's samples.

Ask your Agent or Insurance Broker
to get you this protection

Insurance Company of North America PHILADELPHIA

Founded
1792

"The Oldest American Fire and Marine Insurance Company"



Pin this coupon to your
letterhead

Insurance Company of North America
Third and Walnut Streets
Philadelphia, Pa., Dept. X10

Name

Street

City State

Wants information on Commercial Travelers' Baggage Insurance



EDITORIAL

Laying the Foundation for Next Winter's Sales this Fall

That business will be better next year than it has been this year is now pretty well established. How much better nobody knows. Much depends upon the election, and still more depends upon the extent of the price inflation which is already beginning to develop. But whoever is elected, and regardless of how far the value of the dollar falls, one thing seems sure. There is going to be greater foreign competition next year. There will be greater foreign competition in the export trade, and there will be greater foreign competition at home. There will also be keener home competition, for sales organizations all over the country are being reshaped and repaired preparatory for a grand drive for business this fall and winter. In view of this situation, it seems to us that those concerns which are going to get on top and stay on top next year, will be the ones who have the courage and foresight to anticipate these conditions and get there first. In other words, instead of waiting to see how the elections come out, or how business is going to be after the first of the year, the thing to do is to start your new sales year as of October first. This will give you three months headstart on the other fellow. Some concerns do this. Advertising agencies report a great volume of business in preparation which will be released early in 1925. It is good sales strategy to anticipate this after the new year deluge; set aside your advertising appropriation now and get your campaign under way while the others are still in the planning stage.

Frank Chance's Last Words

Frank Chance died as he lived, a good sport. His last words of baseball were of the White Sox, who are being conducted through the present big league race by Johnny Evers. "Johnny's having a hard row to hoe," said Chance. "But he is doing everything possible. He got more out of some of those White Sox fellows than they knew they had in them." In a few heartfelt words Chance put his finger on the great outstanding qualification of leadership—especially sales leadership. It is not enough that we know how to analyze statistics, write a sales manual, select salesmen who will make good, and get the best results out of the advertising appropriation. These things are important, it is true. But the one big qualification in guiding a sales organization is what Chance said of Evers: "He gets more out of the men than they know they have in them." To be able to take a man of mediocre ability and develop him into

a consistent producer; to be able to take an average salesman and make of him a star performer—these are the real tests of a sales manager's skill. To know which men to praise and when; to know which men to ride and when; to know when to be firm and when to be blind; to be able to make every man on the team feel that you are his best friend as well as his boss, were outstanding attributes of the White Sox leader. They won for Chance the right to be called the "Peerless Leader." They are qualities lesser lights like you and I can profitably develop.

Are You Building Men as Well as a Sales Machine?

The question has been raised as to whether in our present quest for orders, we are not encouraging our young salesmen to neglect their civic responsibilities. Take the pending presidential election for example. How many of your salesmen are really alive to the issues of the campaign? How many don't know yet what it is all about? How many don't care? And of the number who don't care, how many are indifferent because of their greater interest for material success?

It is very true, as one of our critical readers points out, that if sales managers continually drive their men for business, even going so far as to urge them to make Sunday calls and work in the evening, the money grabbing side of the salesman will soon become over-developed. As time goes on his desire to make money becomes a mania. He can think of nothing else. He can interest himself in nothing else. His income climbs. His responsibilities increase. Finally he reaches the top. The world pronounces him a success, but at what cost? He has neglected his wife and family, and has never learned how to find pleasure in their company. He has been "too busy" to take an interest in the community betterment work. He has "no time" for politics; he is content to sit back and let the rabble from the gutter make his laws. He cares not what happens to the country, just so long as he can pile up a few more dollars, and get his foot on the next highest rung.

It is all very well to urge the men in your charge to attain the material things in life through concentrated effort and the will to succeed, but urge it with moderation. Don't let these men make success their god. Urge them to enjoy life as they go along; urge them to interest themselves in making the world better, so that when the time comes for them to close their sample cases for the last time that they can feel the contentment of a man who has given the world more than he has taken from it.

COMMENT



Turning the Business Over to a Sales Builder

There is in Chicago a concern of great wealth which for some years has been endeavoring to market a product, foreign to its regular line, through a subsidiary organization. This subsidiary organization was under the direction of a production man. It has a selling organization numbering more than fifty men, a Topsy-like affair which just grew. At the time the product was launched a good sized advertising campaign was used, but due to the indifference of the salesmen on one hand, and the lukewarm support of the directors on the other, the advertising did not make the grade. The company lost heavily. There was talk of liquidating the business earlier in the year. However, at a recent meeting of the directors it was decided to charge off the previous losses to experience, increase the capital, put the business in charge of a capable sales executive, giving him one-third of the profits if necessary, and to try it again. We were able to recommend a man who was big enough for the task, and yesterday final arrangements were concluded. The man selected has long been a student of modern sales methods. He has a very successful record as a sales manager in charge of specialty sales organizations. He is typical of the new type of sales executive—a man who not only understands sales but whose knowledge and interest cover the whole range of marketing subjects, from production to credits. It will be interesting to stand on the side lines and see what modern methods can do with a business that was on the verge of liquidation.

Building Confidence in the Organization as Well as the Product

A refreshing exception to the sameness of automobile advertising which Mr. Goode finds so nauseating is the recent Wills Sainte Claire copy, "Full Speed Ahead." In this advertisement, signed by C. Harold Wills, an effort is made to convince the man who is holding off buying a car, that we are standing on the threshold of an era of plenty. "In the fall of 1924, during all of 1925, and for a long time thereafter, those of us who are willing to dig can enjoy real prosperity." There are no superlatives—no extravagant claims about what the car can do—its velvet clutch or its ability to stop on a dime. The only reference in the entire advertisement to Wills Sainte Claire cars is found in the last paragraph: "Never before have the people been given so much for so little in motor car values. . . . There are today five American cars, which from a standpoint of service, dependability, luxury and beauty have never been approached. The Wills Sainte Claire is

one of them." We do not know how successful this copy proved from the standpoint of immediate sales, although we are told by E. C. Morse, general sales manager, that a great many letters have been received from dealers commenting most favorably upon it. But we do know that the reserved, straightforward claim had a lasting influence in developing confidence in the Wills Sainte Claire organization. It has always seemed to us that if more advertisers would give some thought to building confidence in the men who sell the product, as well as confidence in the product, that the object of advertising would be better served.

Banks are Beginning to Appreciate the Need of Organized Selling Effort

The appointment of Charles R. Wiers, formerly in charge of sales for the DeLong Hook and Eye Company, by the Shawmut Bank of Boston, emphasizes anew the tendency of the larger banks to employ a sales manager. A number of other banks have done the same thing, and several which adopted modern sales management methods within the last few years are showing big gains in all departments susceptible to selling effort. One of the reasons why the bigger banks are adopting aggressive selling methods is undoubtedly their growing bond departments. Yet it is interesting to a sales executive to find that in many banks where sales managers were originally employed to develop the business of the bond department, they have soon taken over other responsibilities. As the matter now stands, nearly all the large banks are creating official positions of one kind or another for some sales manager. This is pleasing to us, since the opposition of the banker to any expenditure calculated to get business by going after it, instead of waiting for it to come in, is well known. Bankers have always been the big obstacle which a sales manager had to overcome when it came to getting an adequate sales appropriation. Let us hope now that the sales manager has demonstrated his ability to create profits for a bank, and bankers seem ready and willing to pay top salaries to get the best talent, it will not be so difficult to win over the bankers on the board of directors.

A successful sales manager sends this plan for recruiting men. Have each of your salesmen send in the names of the best retail salesmen in the stores they visit. Start correspondence with these men—ostensibly to help them sell more of your goods over the retail counter. Perhaps one in ten will respond and take some interest in your letters. Then suggest to them that they file an application.

This Man Sells to Department Stores

The sales manager of one of the largest general merchandise jobbing houses in the middle west desires to make a change.

He is looking for a bigger opportunity as sales manager for a growing concern with the particular problem of getting distribution through chain stores and department stores. He is thoroughly familiar with all forms of merchandising and advertising.

Can furnish absolute proof of an unusually successful record as a salesman and as a sales executive. Could remain with present employer indefinitely. No rush to make the change, but would like an opportunity to prove *what he has done and what he can do.*

Write Box 1078, "Sales Management"
1801 Leland Ave., Chicago

Mr. Sales Manager



Here is an ingenious
Sales Contest that
will boost sales

Recently we conducted a highly successful sales contest within our organization. The idea was simple, ingenious, and fired the competitive qualities in our men. The plan is suited to any business and will induce action and show results within your own organization. The contest material—zine and electro illustrations, and eight Weekly Bulletins, represents a considerable outlay, but because it has served its purpose, we offer it for sale at a reasonable price, with full data wherewith to enable you to reconstruct the campaign for your own organization.

We urge that you write us immediately as only one buyer can benefit by this offer

Hedman Manufacturing Co.
1158 Center Street Chicago



LOOSE LEAF
CATALOG

GAIL
PAPER PUNCH

Fits Right in Your Book



\$1.25
from your
dealer

Goodbye flying catalog and price sheets. Carry the Gail Paper Punch right along in your ring binder, or carry one of the detachable punches on your key ring. You need one. If your dealer can't supply you, send \$1.25 and we will ship postpaid one rule and three nickel plated punches.

Gail Manufacturing Co.

1507 MUNSEY BLDG. BALTIMORE, MD.

Yanking Stars from the Competitor's Firmament

(Continued from page 1580)

"Now see here," argued the star, straightening his shoulders and looking at me as a chicken looks at a caterpillar, "you got me to come with you folks because I could do certain things. I know everybody out in the Corn Belt and I'm not the sort to educate an entirely new line of customers and prospects. I'm too important and valuable for that in a business-getting sense. Say, by the way, let me set you straight. I'm no spring chick in this game. I wasn't born yesterday. I was making twenty thousand dollars a year, I'll gamble, before you put your first silver dollar in the Hokus National Bank."

He was too big a chap to fuss with. I figured that temperament in a salesman had to be catered to and forgiven, just as a manager would overlook the fact that a famous pianist wore his hair in spit-curls. We parted, friends, and he had his way.

Exit the All-Star Cast

Number Two was waiting to see me the morning after that. He was young and had a thatch the color of building bricks. His temper matched. He had just finished reading the multigraphed sheet of office procedure which had been distributed.

"What's this thing?" he demanded curtly, waving it under my nose.

"A few thoughts about the firm and its method of doing business," I ventured, "why?"

"Because," said he, "because, I'm not accustomed to going out with a verbal harness over my back. What do you take me for: a twenty-year old traveling salesman for horse liniment? I made a big success with Blink & Scootchum by using my own brains. Rules, eh? Want to tell me my business, eh? If you paid me ten times what I'm getting now, I'd tell you to take your little job and shove it in a last year's bird's nest. I'll go after the stuff my way or not go at all."

It was at once apparent to me that star salesmen, long with other concerns and having made good, gradually working into a groove of friendly license, had this flippant

disregard of discipline magnified a hundred-fold the moment they went with someone else at more important money. Their ego swelled and bloated out of shape. It was too much for them.

Every last one of those star performers refused to accept me as a ringmaster. And each and every one of them had a system peculiarly his own. There was as much team work as you'd get by hitching a zoo together.

"I never did that with the people I was with" became a magnificent bromide.

And my constellation of bright lights blew up with a resounding bang. Pieces of my own self respect, and my house rules and regulations, were scattered all over the place. You can have one or two stars in an organization and live through it. But the moment you make it an all-star cast, the show goes on the rocks. It's the same in the theatrical business.

Give me a nice, tractable lot of hard-working, conscientious and more or less modest newcomers at modest salaries, every time. The trouble with the stars is that they insist upon too much gol-darned shootin'.

And I never was much good at astronomy, anyhow.

The Procter & Gamble Company of Cincinnati has filed suit against the Federal Trade Commission, contesting the right of that body to define indefinite terms in use in various industries. The petition was filed following the issue of a "cease and desist" order by the commission ordering the company to cease distributing P. & G. white laundry soap chips, on the grounds that the product did not contain naphtha in a sufficient amount to enhance its value as a cleansing agent.

The petition recites that "the commission has no right or authority to choose between honest differences of opinion among chemists and manufacturers and to establish standards and formulae fixing irrevocably what the manufacturer shall make or the consumer shall buy."

A Campaign that Increased Sales Twenty-Nine Percent

(Continued from page 1598)

paying the one cent postage not so much to defray that fractional cost of the letters, but in order that he would really appreciate their value. Things that come entirely free are often considered of but little value.

Our mailing lists were purchased direct by us and all work of printing the dealer's letterhead, multi-graphing the letters, folding, addressing, etc., was handled in our own printing department.

The letters, with stamps affixed all ready for dropping in the mail box, were shipped to our dealers every fifteen days. We insisted on actually affixing the stamps on each letter, as it has been our experience that if this is left to the dealer the letters sometimes were not mailed.

Yes! we used one cent postage. With all due respect to those who argue for two-cent postage, it is still our firm conviction that with a form letter such as we used, one in which the name and address is not "filled in" above the salutation, it is actually better to use one-cent postage. The main part of our campaign ran over a four months period and during that time there were from one to two million letters in process at all times.

A novel feature of a recent sales convention held in Columbus, Ohio, by the Smith Brothers Hardware Company, was a demonstration of the merits of that company's line of radio equipment through actual operation at convention meetings. In order to show the salesmen the selling points of the receiving sets, the company arranged with the broadcasting station of Ohio State University, WEAO, to broadcast a short program.

Dr. H. H. Maynard, of the College of Commerce of Ohio State University, gave a short address on "Present Day Business Conditions as Related to Sales Opportunities in the Hardware Field."

The company reports that the program was unusually effective in stimulating interest among the salesmen, and in presenting to them the talking points of the equipment.



"Our loss was in materials~"

THIS profit-wrecking loss in materials will not happen again because the installation of Acme Visible Records will effectively control stocks and purchases. Parts in stock and temporarily out—overstocks and shortages—will be controlled with the simple Acme Visible System. Losses are eliminated; the investment held to a minimum—thus increasing turnover of invested capital. A request will bring the Acme Book or a well posted representative.

ACME

Visible Records Equipment

ACME CARD SYSTEM CO., 116 S. Michigan Ave., CHICAGO
Branch Offices and Representatives in Most Principal Cities

ACME

Visible Records Equipment

Will Tell You

- when a customer stops buying
- when a salesman starts falling down
- when a good territory starts to slip
- when a production or expense cost gets out of line
- when accounts are past due
- when collections are "off"

Our Book of Record Facts will tell you still more about how Acme can serve your business with profit-making record systems.

Sent Free on Request

ACME CARD SYSTEM COMPANY,
116 South Michigan Avenue, Chicago

S. M. 10-21

- ☐ Have representative call
☐ Mail Catalogue
☐ Send detailed recommendations by mail on handling _____ records.
(Sample Forms Enclosed.)

Firm _____
Address _____ City _____
State _____ By _____



Ribbons and Inks

for the

MULTIGRAPH NEOSTYLE
MULTI-COLOR ADDRESS-O-GRAPH
MIMEOGRAPH TYPEWRITER

Halco Supplies are made first to please the user, but their ultimate duty is to please the receiver of your letters, by presenting to him letters that are as near mechanical perfection as good inks and ribbons can make them.

There is just one way to make good inks and ribbons. The best of materials, modern equipment and skilled labor that knows the requirements of the various machines and builds its product accordingly. HALCO SUPPLIES combine these points with just a little more for good measure. Halco Supplies cost no more than ordinary supplies, as they are sold to you direct, either from our factory at Philadelphia, or through our branches in New York, Chicago, Washington, D. C., or San Francisco.

Send today for latest price list and see for yourself

THE SHALLCROSS COMPANY 1460 Grays Ferry Road
Philadelphia, Pa.
Branch Offices: New York, Chicago, San Francisco, Washington, D. C.

Salesmen

We are ready to enlarge the personnel of our sales organization and are using this means to reach certain type men who are interested in bettering their opportunity. These men must have the following qualifications:

1. Proven record in specialty selling to Executives of large companies. Experience in selling advertising space or some form of service preferred.
2. Must have clean-cut, forceful personality with sufficient poise to interview busy officials of large manufacturers.
3. Is now earning from \$4,000.00 to \$5,000.00 per year.
4. Between the ages of 27 and 35.
5. Single and willing to travel.

This Company is nationally known and well established, rendering a service to manufacturers unlike anything else in existence. Those who qualify will have unusual opportunity for permanent connection with an interesting business and congenial associates. Personal interview will be arranged for those who qualify by letter. Address H. L. Gibson, 130 Williams Street, New York City.

A \$12,000 Sales Letter!

A two-page sales letter prepared by me for one of the country's largest mail-order specialty houses INCREASED DIRECT SALES 33.1-3%, indicating, on the regular mailing schedule, even during the poorest part of the year. A PROFIT INCREASE OF \$12,000.

For another mail-order client my introductory letter brought replies from 25% of those circularized, establishing a record!

For an important investment house one letter produced by me brought 27% replies, and this client said: "We were delighted with Gardner service and believe his work was at least 80% of the effort required to market two million dollars of securities."

"8 SUCCESSFUL LETTERS"—FREE!

From the thousands of letters prepared by me for clients throughout America I have selected eight letters as representative specimens and have just reproduced these in a brochure entitled "8 Successful Letters". The series includes two of the letters mentioned above. Accompanying each letter is a brief discussion covering the purpose of the letter and the results obtained from its use.

To business executives interested in the purchase of specialized service in the preparation of business letters and complete publicity campaigns, and who will write me fully as to their plans and requirements, I shall be pleased to mail a free copy of this brochure—otherwise a charge of \$1 is made.

With the brochure I will also include my booklets, "Direct-Mail Advertising", "Some Principles of Mail-Order Selling" and "Resultful Advertising Service"—the latter giving full information regarding my service, experience and rates.

Twenty-two years in the writing of "Advertising copy that gets what it goes after!"

ERNEST F. GARDNER
Advertising Service

510-C Ridge Arcade Kansas City, Mo.

WANTED Advertising Account Executive

controlling accounts can make liberal arrangement with one of the smaller high-class agencies in the New York 42nd Street district, fully recognized and well financed. Replies kept strictly confidential. Address Box 1071, SALES MANAGEMENT, 1801 Leland Ave., Chicago.

HALF an' HALF



We have been taken severely to task by Mr. F. G. Wilks, who labors at the very pleasant-sounding address of 36 Queen Anne's Gate, in London. He says, "I want to say that your title heading 'Half an' Half' is bad. It is bad because it is wrong. Please don't think me rude (*honestly, we don't*), but just try to say it. I am certain that it is an impossibility to an Englishman, and further I have tested it fully upon several American friends with the same result.

"If you aspirate the 'H's' you must say 'and', or alternately say 'Arf an' Arf', or mix it by 'Half an' Arf'."

This is a call for all men who believe in the Constitution and the Freedom of the Seas to come to our rescue. We are being assaulted by the bally British. The very foundations of our commonwealth may be expected to totter and then crumble if we fail to answer this criticism satisfactorily. Doubtless there is some insidious Red propaganda mixed up in it somewhere, although we can't just put our finger on it.

Loyal Americans! Can you say "Half an' Half"? Then do so. We are suggesting to Mr. Wilks that perhaps he and his friends do not get the practice we do in solving "Liberty's" Tongue Twisters, and that our experience in that game makes our tongues more supple.

1/2 & 1/2

My House, Right or Wrong

Duncan A. Dobie, Jr., vice president of the Brewster Publications, doesn't think so very highly of the salesman's toast, "My House! In its intercourse with our customers may it always be right—but my house, right or wrong." For it he would substitute, "My House! In its intercourse with our customers may it always be right—but my house, when wrong may it be great enough to make the wrong right."

Are the two toasts irreconcilable? Yes, if the first is taken literally. Then it means that in this best of all possible worlds my firm is the best of all possible firms, my product the best of all possible products, my boss the best of all possible bosses. Or as Voltaire puts it in "Candide," "It is demonstrable that things cannot be otherwise than they are; for as all things have been created for the same end, they must necessarily be created for the best end. Observe, for instance, the nose is formed to wear spectacles, therefore we wear spectacles. The legs are visibly designed for stockings, accordingly we wear stockings. Stones were made to be hewn, and to construct castles, therefore my lord has a magnificent castle. Swine were created to be eaten, therefore we eat pork all the year around. It is not enough, therefore, to say that everything is right, we should say that everything is in the best state that it possibly could be."

But we feel quite sure that the creator of the "my house, right or wrong" slogan didn't intend that it should be taken literally. He recognized the common failing of salesmen—to agree too readily with the complaints of customers under the belief that it is an infallible method of "getting in right with the buyer"—but if the house actually is in the wrong, what should the salesman do? Which policy pays best? Business is organized primarily for profit, and "service above self" is only enlightened selfishness.

The writer's family tried out a certain laundry this Spring. The first week's work was passable. The second week it was very unsatisfactory. Mrs. Philcitus spoke to the route salesman about it. He was loyal to the house—and assured her that it would never happen again, that he would speak to the manager about it. He had impressed us as being a very honest and agreeable young man; we liked him, and with certain misgivings, we tried his company again. But the third week's washing and ironing was still more unsatisfactory.

We refused to accept it. The owner of the laundry wouldn't do anything about it. Now it was up to the salesman. Should he obey the command, "my house, right or wrong"?

He brought the bundle back to us and said very frankly that he didn't blame us for kicking, that the work was poorly done, and that he was leaving the company.

A month went by. Then he came around again. In the meantime this had happened: he had been one of the company's star route salesmen. His resignation, and the reasons he gave, had produced something of a shock. The proprietor had needed such a blow to realize that something was most decidedly wrong with the quality of their work. He investigated, found the troubles, and remedied them. Then he got in touch with the salesman, convinced him that the quality had been greatly improved, and offered him his old route.

The quality *was* better—and we are still patronizing him and his company. According to a very liberal interpretation of the slogan the salesman had been disloyal—and yet this disloyalty paid him, paid his employer, and paid us. And this isn't a fairy story—every reader has had more than one similar experience.

1/2 & 1/2

The political campaign holds at least one lesson for a sales manager. People cheer, go wild and raise a big hullabaloo over a candidate. Then you ask them why they are going to vote for him, and they say "Just because."

Perhaps we think people buy our products as a result of our marvelous sales work when they could offer no better reason than the same "Just because."

Three Minute Test for Prospective Salesmen

Note: Speed counts first; accuracy practically nothing. If the prospect completes the test in less than three minutes and answers "Yes" to every question, then there is every reason to believe that he has five fingers on each of two hands, two of them being called thumbs, and that he is at least a near-member of the so-called human race.

1. All men wear spats. You are a man, therefore you wear spats. (What is wrong with this statement? If the answer is "Yes" then you were born under an unlucky star for work with this house.)

2. If coffee costs a dollar a cup how much can you save on your expense allowance in one year?

3. Judge Gary is a dangerous anarchist, a prize fighter, a city in Indiana, or what—and why?

4. The average purchasing agent is an angel, a fish, a bear, a nut or——.

5. Are you ever annoyed at the lack of clams in clam chowder?

6. If you spend a night in a city hotel, and offer the cashier a two dollar bill on leaving, how much change do you get back?

7. Rearrange this sentence in its proper order: Business today no but prospects good have Spring trade for the.

8. Do you become hysterical if you have a blowout six miles from town on a dark night?

9. Do you ever boast about your failures?

10. Did you ever try to make a date with a telephone girl?

11. Do you become embarrassed when your prospect is called away just as you have about worked him up to the point of signing? What do you say under your breath?

12. Is your favorite song the one with this refrain, "He's in conference—would you care to wait?"

13. Have you ever felt weak when you asked the buyer to take a dozen and he said he would need a gross?

14. Are you nervous when waiting for the mailman after failing to make your quota?

15. Is the slogan "Keep that schoolgirl complexion" used by the same company that says "Ask the man who owns one"?

$\frac{1}{2}$ & $\frac{1}{2}$

A man described as a New York journalist (a journalist is a newspaper hack out of a job) named Johnston, writing in Collier's, says that business men are ignorant—that they lack a sense of appreciation of the finer things in life and understand nothing but money. He seems to think that business men devote their lives to nothing but piling up dollars and reading profit and loss statements. For this article we think Mr. Johnston deserves a cast iron powder puff. It is a wonderful piece of standard writing, illustrating, as nothing else could, the rutted mind of the average "special" writer, whose utter lack of ideas force him to write nothing but what has been written hundreds of times before, and which reminds us of the man who had written so many similar stories that he labeled this particular one "Story Number Four—Tired Business Men."

PHILICITUS.

"Who Is This Fellow?"

¶ We would like to have you know him better. There are over 100,000 of him. He is a recognized success in business—hence, he is a leader and, being such, establishes the customs and methods of thousands.

He's a Fellow Worth Talking To

¶ Because his intellect is keen and his interests many, this fellow buys for his business, home and community. Many of the more prominent advertisers are already talking to him. Probably you would care to, if you knew him better.

¶ "Who is this Fellow?" has just been published for those who would like to know him better. You may have your copy for the asking.

THE ROTARIAN

The Magazine of Service
CHICAGO

Eastern Representatives:
Constantine & Jackson
7 West 16th Street
New York

Mid-West Representative:
Howard I. Shaw
326 West Madison St.
Chicago

Member Audit Bureau of Circulations

Advertising Manager, Frank R. Jennings, 221 East 20th Street, Chicago



Action—Every 12 Seconds!

It talks night and day—never tires. Its 14x26 inch wings with sixteen different announcements turn automatically every twelve seconds. Reverses mechanically. Operated by 1-20th horsepower motor at a cost no greater than a 40-watt lamp. Flood light at bottom makes easy reading. The mechanical action of device and the intermittent glow of the colored lamps at top arrest and hold the attention.

The Super-Salesman will pay for itself a hundred times by increasing sales. Retailers use it for window displays, manufacturers as a dealer help, exhibitors as an attraction at their exposition and convention booths.

"We wish to take this opportunity to thank you for forwarding the new machine to us which proved eminently satisfactory in our exhibit and attracted considerable attention."—Carnegie Steel Co., R. L. Twitchell, Advertising Manager.

"We have had one of your machines in our window for the past several weeks, telling the story of Celotex Insulating Lumber together with photographs of several local homes in which Celotex was used. The results have greatly surpassed our expectations."—Wm. J. Ryan Company.

"We found your Super-Salesman very effective when used at our booth at the convention and exhibit of the National Railway Appliance Association at the Coliseum, Chicago, last month."—Roberts & Schaefer, Engineers, Wrigley Building, Chicago.

AUTOMATIC DISPLAY FIXTURE COMPANY

415 Massachusetts Avenue
INDIANAPOLIS, INDIANA

AUTOMATIC DISPLAY FIXTURE CO.
415 Massachusetts Ave., Indianapolis, Ind.
Please send information regarding Super-Salesman to:
Name _____ Address _____ City _____ State _____

Employees House Organs

For salesmen, office, shop and store employees.

Mimeographed, illustrated, pocket size.

Published monthly

Four pages of tabloid messages that will help to arouse your employees to giving their best.

Your firm name imprinted—making it a personal house organ.

A gold mine of reprint material for house organ editors.

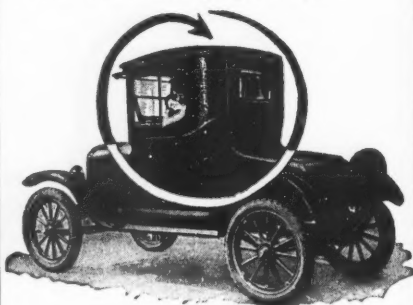
Samples mailed to executives upon request

JOHN J. LUTGE & STAFF

C. Spreckles Building
SAN FRANCISCO

Mr. Sales Manager

In seeking ways and means to speed up sales, has it ever occurred to you that your best equipped men automatically speed up—



California Koupet Ford Tops

have turned the trick for Liggett & Meyers Tobacco Co. and others, who furnish "KOUPEL TOPPED FORD" cars for their sales force. These tops are a boon to the salesman—he is jovial and good-natured, contented and loyal.

Koupet Tops are cool in summer and warm in winter. They are noiseless, stylish, durable, economical and will pay big dividends in increased efficiency of your sales force.

Quality High — Price Low

Write factory today

Koupet Auto Top Co.

Dept. D Belleville, Illinois

The Labels Sell These Products To Wary Buyers

(Continued from page 1582)

This line, so far as I know, has little or no general advertising. The label sells it right off the shelf and counter because it is distinctive and full of color.

"To show you," Mr. Flatow went on, "how this colored label impresses a woman—recently a Cresca salesman came with a new package of jam. It looked fine to me, but my wife noticed the label first thing."

"That isn't as good as your others," she pointed out.

"It's only a rough picture of the regular label," explained the salesman. "When it is finished it will be just as full of color as the others."

"That satisfied her that the jam would sell. Years of experience have shown us that the regular colored Cresca label on a jar means sales."

Developing a Color Association

Other retailers told me the same story of color appeal. With Pyrex transparent oven-ware, it is the gold label and the tag that go with each piece that attract. The green Viko booklet that hangs from aluminum pots and pans puts the final punch in sales of those articles. Interwoven socks attract through a green label that states those socks are "the best wearing fine socks made." Matrix shoes, "moulded like your footprint," tells this to the customer on a green price tag. The assistant manager of one of the Hazzard shoe stores told me that their yellow tags with the pink border play a great part in their window display, while yellow and red arrows that point out special features add to the effect.

Somewhat off the regular track, I asked a friend of mine, who owns a newsstand, what colored labels do for his business. "The pretty girl label has an unbelievable effect on magazine sales," he promptly responded. "You'd be surprised to see how many people buy their reading matter because of the girl on the cover. This is not a theory; it is actual fact." Here, too, the attractively labeled product makes sales for itself.

To get the jobber's viewpoint on tags, I went to E. R. Masback, managing director of the Masback Hardware Company. "I am so firmly convinced that tags sell merchandise that I give boxes of our own tags to all our retailers. They are fine advertisements for us. As for what manufacturers think of tags and labels as a great part in selling their products, consider the Stanley Four-Square and the Plumb lines."

Tags Close Sales Story

So it went everywhere. Tags and labels create sales and clinch sales, I found. And from these experiences of men whose contact is with the consumer and who know what attracts him, I learned two fundamental facts about tags:

1—The effective tag attracts the reader to it by its colorful appeal.

2—The effective tag is so well written that the reader quickly becomes interested in its sales story.

I also learned a third important fact: The most convincing selling point on a tag is a guarantee.

The "Double Point" electric iron, made by the Central Flatiron Manufacturing Company of Johnson City, N. Y., attaches an oblong yellow tag to its irons. On one side is a year's guarantee. On the other is a simple statement: "Tested and approved by the Department of Household Engineering, Good Housekeeping Institute, conducted by Good Housekeeping Magazine." This double guarantee carries more conviction than the word of several salesmen.

Tag—with a good sales story, with color, with a guarantee—and you're it.

The National Association of Farm Equipment Manufacturers will hold a convention in Chicago October 22-24 at the Congress Hotel. At the same time the National Federation of Implement Dealers Association will meet at the Auditorium. A joint meeting of the two associations will be held to discuss rural problems.

Team Work on the Sales Force

(Continued from page 1576)

"After a salesman has 'broken in' one or two new salesmen, we have a fairly good idea concerning his ability as a sales manager. You know there are some men who simply cannot teach other men. I have seen good salesmen take another man out with them and sell right alongside of him for days at a time, yet fail utterly to impart any of their knowledge or skill in selling to the new man. That is another test of executive ability. Can you teach other men to do things your way without seeming narrow, arbitrary, or overbearing?"

Teaching House Policies

"In teaching salesmen the sales manager must show these men that the best way to get along is to follow house policies. Unfortunately it isn't always possible to obtain men who are willing and anxious to follow the policies laid down by the house. They want to do things their own way. I remember several old salesmen who were strong individualists. They always had trouble in teaching other men. They were used to doing things their own way, but because their own way wasn't based on any too sound principles, they were unable to influence other men to follow them because they couldn't give good reasons for doing things as they did. When a sales manager is training a man who constantly says, 'Now why not do it this way?' or 'That's not the way we did it when I was with so and so', he is put to a real test. If his methods are right he can show these strong-willed men why they are wrong, and how his methods are better, yet not break their will or lose their respect.

"Of course the one big test of an executive is whether or not he thinks his hard-working days are over when he wins his first promotion. Some men seem to think that a promotion to the office or to a district managership means that the time has arrived when they can take things easy. The executive who gives his men the impression that he is taking things easy does nothing but create trouble and discord in any organization."

Sales Organization Wants to Represent Manufacturer in New England

One of our clients, an old established house with ample financial resources, has a sales organization traveling through New England, calling on the grocery, drug, hotel and general store trade. The nature of their business is such that their organization is practically unoccupied during the months between September and June.

This leaves a splendid sales organization, trucks and storage facilities practically idle over one-half the year which could be used to advantage were it possible to connect up with a manufacturer who desires New England distribution and whose peak of business happened to come other than the summer months.

We would be pleased to put any interested manufacturer in touch with our client.

Wood, Putnam & Wood Co.
178 Tremont Street
Boston, Mass.



Sales Managers!

Increase your sales with the "GO-GETTER" STATUETTE

This inspirational statuette of a GO-GETTER Salesman is just the thing for all executives who are "go-getters" themselves and who are looking for other "go-getters." Sales Managers see the idea at once and offer it to their men for doing a little something extra or for plugging a little harder. As a result thousands of these statuettes now stand in a place of honor in offices and in homes.

It has more inspirational value than entertainment and dinners, which are soon forgotten. It stands 8½ in. high on the "steps to success" and is handsomely finished in a rich bronze color and is virtually unbreakable.

Each comes packed in a box with copy of inspirational poem of the "Go-Getter." \$1.75 each, postpaid, for a lifetime of service. Special prices in quantities. Ideal prize, souvenir or gift for your Fall Sales Campaign. Be a "go-getter" and order TODAY.

V. A. ICKER, 5 Ridgeland Terrace, Rye, N. Y.

**Serving eastern clients in
Pacific Coast territory and
Pacific Coast clients nationally**



The Izzard Company
ADVERTISING-MERCHANDISING
Tacoma • SEATTLE • San Francisco

PREMIUM SERVICE and PREMIUMS

—We save you all the overhead expense, all your investment in premiums and all the worry and bother of buying, handling and distributing.

—Our business isn't identified with either cooperative coupons or trading stamps. Our patrons retain their identity; the premiums are theirs, the catalogs or leaflets are theirs and the coupons are theirs; we are simply their premium department.

—Let us send you our booklets explaining everything in detail.

THE PREMIUM SERVICE CO., Inc.
199-201 Franklin Street New York

DIRECT EVIDENCE INCREASES SALES

YOUR salesmen should show skeptical prospects the testimonial letters and orders which you receive from satisfied customers—it would remove doubt and get the order.

HARD-SHELL PROSPECTS DEMAND PROOF
You could provide it by making use of the testimonial letters and orders lying idle in your files.

PUT POWER BEHIND YOUR TESTIMONIALS
Give a copy to each of your salesmen and note the effect on their moral and orders.

We make copies of anything written, printed or drawn—Letters, Orders, Contracts, Maps, Plats, Charts—without the use of glass plates or expensive cuts.

Write for Samples and Prices

AJAX PHOTO PRINT CO.
35 W. Adams St. Chicago, Ill.

Mailing Lists

We are prepared to furnish you mailing lists of every classification all July, 1924, guaranteed 98%. Ask for our General Price List showing 4,000 classifications and 52 page Red Book itemizing them by states. Very valuable information and costs you nothing.

A. F. WILLIAMS, Mgr.

166f West Adams Street, Chicago
Established 1880 Phone Franklin 1182

For MOTOR & ENGINEERING ADVERTISING IN ENGLAND consult

The HERITAGE PETERS
ADVERTISING SERVICE LTD.
COVENTRY, ENGLAND.

Lithographed and printed cloth, folded edge fiber, paraffine cardboard, paper and metal signs in colors that stand outdoor exposure. Die-cut shapes, cutouts and paper displays for interior work. Road and field signs printed with genuine paint on metal and mounted in good substantial wood frames, made with special lock corners, any size.

The Massillon-Cleveland-Akron Sign Co.
Dept. D Massillon, Ohio

The Tie-up
for
NATIONAL
ADVERTISERS
ONLY?
Free Leaflet Tells How
STANDARD SLIDE Corp. 209 W. 48th St.
NEW YORK CITY

The Britigan Method of Keeping a Sales Force On Its Toes

(Continued from page 1586)

property, was a chauffeur before he came with us. I might say he was a chauffeur when he came with us, for he began as a driver for other salesmen who were taking prospects out to look at lots.

This man used to listen to the sales talks intently. One day he asked if he would be permitted to interest a few prospects among his acquaintances. Of course we encouraged him. He would talk up our properties and give the names of likely people to our experienced closers, who would complete sales.

But he passed through this stage very quickly. Soon he was closing for himself, and abandoned his chauffeuring activities to become a member of our force. Our instruction course developed him wonderfully, and soon he was earning gratifying commissions and bonuses. In time he became a sales manager and then a department manager at an increase so much greater than his original earnings that the two could hardly be compared at all. This man is an excellent example of what can be done with absolutely inexperienced talent if the instruction methods are of the right sort.

Service for the Salesmen

These are the tangible factors to which I attribute the efficiency and perseverance of the Britigan selling organization. There is another factor, however, which is not the less effective because it cannot be so clearly described by rule as those which I have already named. That is the spirit of service which enters into our dealings with the men who are working on commission for us. Practically every sales executive preaches to his men about "service to the customer." How many give any thought to "service to the salesman"? Service can be given to the customer only through the salesman, and the executive who expects his selling force to extend it to the public when the individual men on commission are not getting it themselves, is, it seems to me, trying to pull a heavy load by a chain which has a very weak link.

I have always insisted that the salesman who walks into our office

be treated by the personnel with the same consideration and eagerness to serve which a customer would get. If any salesman is treated otherwise, I want to know it right away. And there will be an immediate straightening out of the difficulty by myself, personally.

This rule is in force because I know that the man who puts in his hard effort in the field all day and meets with poor cooperation at the office is not likely to be filled with enthusiasm toward the house. His incentive to keep on working hard is likely to dwindle. Let a careless clerk or other disinterested worker in the office lose a deal for a man on the outside, and he has just grounds for complaint.

We never permit any inside employe to develop that spirit of antagonism which is sometimes evident between the sales force and the people who fill their orders. We instruct the clerical workers that the salesman who approaches the counter for service is the representative of a customer who is giving us business. The salesman's requests for quick service are not made on his own behalf, but for those who pay our salaries and profits. That is why they must be complied with to the full limit of reasonableness—and possibly a little more.

Keeping the Machinery Oiled

As illustrations of the manner in which this spirit of internal service is manifested, let me cite the following:

Any salesman who has a complaint to make about anything never has any trouble in getting to me personally and receiving a full hearing about it.

While the methods and means I have outlined herein have all been set forth from the standpoint of their utility in selling real estate, I am sure variations of them can be applied with equal success in other lines. After all, it is not the detail of how a principle is applied that counts in holding a sales force together and making it produce with enthusiasm. It is the fact that the principle is applied at all.

How British Manufacturers View the Proposed German Loan

(Continued from page 1604)

intention to buy in the cheapest market; hence British goods will be displaced by German goods.

"There will be increased German competitions in the foreign markets.

"The net result must be, as far as Britain is concerned, depression of industry, increased unemployment, lower wages for the workers. The mere uncertainty as to what the ultimate position will be is sufficient at any rate for a time to produce this result.

"Taking all these circumstances into consideration, your petitioners are definitely of opinion that the proposed scheme is not in the interests of British industry and the workers engaged therein. The subject is of such vital importance and the consequence of a mistake may be so grave that it is desirable that the proposal should receive the most careful consideration before this country is committed to it.

Would Affect United States

"Your petitioners therefore pray that the proposed scheme should be referred to the examination from the British point of view of a committee suitably representative of the interests concerned (both masters and men) before any binding agreement is entered into."

We are quoting thus freely from this remarkable petition because the situation that confronts English manufacturers is one which would confront the manufacturers of the United States with even greater force under the plan for refinancing Germany. The rate of wages in Great Britain is very much less than in the United States, and our chance of competing with the cheaply made products of Germany, produced by labor where even the highly skilled is being paid only \$1.00 a day, would be well-nigh impossible.

It was the custom in times past for German manufacturers to unite for the express purpose of breaking down competitive interests in other countries. If a chemical plant, for instance, was started in this country, German chemical industries would combine to flood this market with products at a low price for the express purpose of destroying the

American competitor, and when that plant had been killed prices would be advanced again. That is the policy which German industrial interests have long pursued. They combine for the destruction of competitive interests in other countries, dividing the losses among themselves so that no one concern shall have to bear a heavy burden, and then with this club they break down whenever possible any rival business established in Great Britain or the United States or elsewhere. It is a scheme about as diabolical as that of Germany's war upon the world for the purpose of looting it. It is a war of commerce, a war of industry, in which German interests give no quarter but seek by all the power of propaganda to create the impression on the world that Germany is poor and helpless and must be put on its feet again.

Warns Against Loan

The warning of these English manufacturers is timely and should be heeded in the United States. If this country undertakes to refinance Germany on the basis of the supposed security of German railroads and industrial plants, who is to guarantee that Germany will make good, as since 1914 every promise made by Germany has been but as a scrap of paper? It is a country without honor. It cannot be trusted in financial or other matters. If it defaults on the payment of the bonded interest, or the final payment of the bonds, how shall its creditors be protected? Is it to be expected that we shall enter upon a war for the purpose of collecting our debt against Germany? Certainly there is no other way in which Germany can be made to pay its debts when once it decides that it will not pay them. France took the only possible course for forcing Germany to pay some of its indebtedness by taking possession of the Ruhr.

English and American bankers have united in a scheme which, if they are successful in putting it through, will furnish Germany a vast amount of fresh money without any safe assurance that it will ever be repaid.

EARL B. SHIELDS Advertising

IN consideration of the monthly retainer fee which most of our clients pay us for the handling of their direct advertising, we do not follow the usual agency practice of adding a 15 per cent charge for the supervision of art work, engraving, printing and other mechanical work, but re-bill those items at the net cost to us. In many instances that saving amounts to more than the retainer fee.

1623 HARRIS TRUST BLDG.
CHICAGO

Better Booklets for Less Money

5000 Eight-Page BOOKLETS 3 1/2 x 6 1/4, printed on good Enameled paper \$70
5000 Four-Page FOLDERS 6 x 9, printed on good Enameled paper \$42
1000 8-page booklets, \$25 1000 4-page folders, \$30
Write for Free Samples on Your Printed Letterhead
E. FANTUS CO., Printers, 525 S. Dearborn St., Chicago

MEN Wm. L. Fletcher Inc., can put you in touch with THE RIGHT MAN for any worth while job 93 Federal St. Boston, Mass.

Handy Expense Books for Traveling Men
Space for all necessary expense items. No carrying forward, reduces possibility of error, saves time and trouble for salesman and bookkeeper. Hundreds of progressive firms everywhere keep their traveling men supplied. Sample free
100 for \$3.00 500 for \$13.75 1000 for \$25.00
GARRETT & MASSIE, Inc., Publishers
P. O. Box 1837-D Richmond, Virginia

Increase Your Business

Consult

—WRIGHT SERVICE—

2642 East 22nd Street

BROOKLYN, N. Y.

PHOTOGRAPHS that will save the cost of expensive art work — that will improve your salesmen's portfolios — that will tell your story in a better, clearer way.

Let me quote on your next order
LEWIS F. NATHAN CO.

101 W. 42nd St., New York Phone Bryant 7736

SHORT CUT TO ENLARGED VOCABULARY

Be Inevitable. This unique, intensely practical method enables you to acquire an abundance of words, also to SPEAK THEM FLUENTLY. This peculiar method is so easy, subtle, fascinating it grows on you and becomes part of your everyday life. Makes one a more forceful, convincing writer, talker, thinker with a command of words that will inspire interest, create desire and impel action. Complete method \$1.00 — refunded if not satisfied. Sealed circular FREE.

F. M. ETHRIDGE, 14 Uphams Corner, Boston 25, Mass.

TESTIMONIALS

Orders, checks, maps, reports, blueprints, etc. PHOTOSTAT prints are convincing photographic facsimiles — produced without plates

Send for Samples
Best price — Quickest service

Commerce Photo-Print Corporation
80 Maiden Lane New York City

Do your correspondents

"Wish to state"
"Beg to advise" or
"Desire to inform"

?

HOW much do you think your company pays for words and phrases in letters *which do not mean anything*? Phrases like these are dictated *while the correspondent is trying to think of something to say*. They have never sold a dollar's worth of goods nor collected a bad account since the first business letter was written.

Twenty-five *useless* words can be eliminated from the average business letter. Multiply twenty-five by the number of letters your firm sends out each day. From this you can figure the cost of useless words to your company.

But the cost of dictating and transcribing meaningless words is not the only cost. Useless verbiage detracts from the *force* of a business letter. A weak and vacillating letter is like a "limp" handshake—it leaves a bad impression.

A New "Feature" in Dartnell Service

Believing that business firms everywhere are interested in improving the standard of all the letters going out on their letterheads, The Dartnell Corporation has just added a new letter-betterment feature to the Dartnell Sales Service.

This new feature is now being issued every two weeks, and is going out over the signature of Cameron McPherson, author of "Hundred Point Sales Letters" and other books on business correspondence. It is a four-page, three-color bulletin which subscribers are distributing to correspondents and typists.

Mr. McPherson is a firm believer in the principle of teaching by the *demonstration and criticism method*. Each issue of the "Better Letters Bulletin" takes up some fundamental of better letter writing, and demonstrates with actual letters how this principle should be put in practice. In this way, the faults of correspondents are corrected without the risk of offending by personal criticism.

Subscribers have expressed unanimous appreciation for the first few issues. Let us send you a sample copy and tell you how you can receive it regularly.

Ask DARTNELL for a Sample Copy

1801 Leland Avenue, CHICAGO

TIPS



What would it be worth to you to have one man in each business classification—and each man a community leader—in 1,700 busy communities, “plugging” for your proposition? In each group there is one banker, one physician, one machine-tool manufacturer, etc., all with common interests in the welfare and betterment of the communities in which they live, and all working together to make their ambitions come true. You can reach such a representative list with your proposition. Write Frank Jennings, Advertising Manager, The Rotarian Magazine, for a copy of his booklet, “Who Is This Fellow.” It certainly is worth reading.

The cave man who carried a club was a better sportsman than the modern, well groomed “credit runner” who abuses business confidence today. At least he did not issue incorrect financial statements, commit perjury, or unload creditors merchandise under false pretenses. His method was open and direct at any rate. “Yet it is possible to trace a little of the ancient instinct in the modern debtor,” says the author of “Human Nature and Collections,” a little booklet published by Boyd & Boyd, 45 E. 17th St., New York City. The booklet contains a number of valuable suggestions for handling the different types of debtors which will be interesting to any man responsible for “getting in the money” for a business concern.

Some time during the year every firm has an anniversary. They come as regular as Christmas and the Fourth of July, and frequently cause much head-scratching for ideas to use in celebrating the event. If your firm has a birthday coming soon, perhaps you can get some good suggestions from the anniversary number of the house organ issued by Hedman Manufacturing Company, for the salesmen who sell the F. & E. Check Writer. T. O'Donnell, the Advertising Manager, is the editor, and the address is 1158 Center St., Chicago.

Do you buy circulation by the million, or reader interest? “Come on boys,” we measure circulation by the Gob and sell it by the Ton” is the familiar spiel. Every circulation man has an ever present and irresistible itch to tell how much larger his circulation is than someone's else. So it is certainly refreshing to find a publication “boasting” of a small but unusually responsive group of readers. The advertising manager of *Building Supply News*, 407 So. Dearborn St., Chicago, wanted to impress advertisers that their circulation was “different” and he has done it effectively in a unique booklet entitled “Sandow or Sarazen.” It's worth sending for. Don't be surprised if it has your name printed on the cover.

What are the most important considerations for getting out productive advertising? Here are two simple but effective rules given in “The Informant” for September: (1) Write copy people will believe. (2) Keep on writing it. We have been intending to mention this mighty interesting little house organ for some time but have never found space. Now that we have found space, and crowded it in, we suggest that you write Rollin C. Ayres, c/o Zellerbach Paper Company, San Francisco, before other things crowd it out of your mind. He will put you on the “free list” if you ask for it.

Ask yourself these questions about your advertising: Is it (1) Effectively planned? (2) Expertly prepared? (3) Understandingly placed? (4) Properly used? These are the four essentials of successful merchandising through advertising so logically explained in “Four Square Advertising,” a new brochure being distributed by The Mitchell Faust Advertising Agency of Chicago. “An individual may be eccentric, and yet attain success” they say, “but it is not so with a business.” No business will profit permanently from advertising unless it recognizes fundamentals in their true proportions. This little booklet will be a valuable addition to your “Tips” library.

Who would have thought, ten years ago, that a new sport would rival baseball in popular interest in Chicago? It's hard to believe it even now, when leading newspapers give almost as much space to “Radio News” as they do to all other sports combined, but it is true. If you haven't caught the “bug” yet, you are sure to catch it soon! A new class of “fans” has arrived—the radio fans. In Chicago they are legion.

What a tremendous market! Battery makers and radio equipment manufacturers are working overtime. They cannot supply the demand for completed “sets” so they are selling the “parts”—and eager fans are working in bedrooms and kitchens, basements and lofts, assembling their own. The *Chicago American* has issued a booklet entitled “Radio in Chicago” which will give you an accurate picture of this enormous new industry. A copy will be sent to advertisers on request.

If you have some salesmen who appear to be good executive timber, and whom you want to broaden out, it will pay you to ask Mr. W. M. Bininger of the Industrial Extension Institute, 11 East 45th St., New York, for a copy of his digest on “Modern Marketing Methods and Practices.” It contains, among other things, an outline of forty-eight subjects of study for the budding salesman-executive. Besides helping him to push ahead and take on greater responsibilities, a knowledge of these subjects will make him more efficient in his present job.

FREE

140-page Book full of life-size ruled forms, each one completely filled in. The answer to problems of sales, advertising, personnel, accounting, record keeping for any business.

Send for this Book today
John C. Moore Corporation
 (Established 1839)
 2154 Stone St., Rochester, N. Y.

MOORE'S LOOSE LEAF SYSTEMS
 In Use In More Than 300,000 Offices

What is sauce for the goose...

A certain Advertising Agency renders a complete service to its Clients: prepares and places advertisements, creates sales literature, writes sales letters, etc., and its service probably is up to the usual standard of organizations of that sort.

But when sales letters are needed to promote its own business—I am employed.

There is of course nothing wrong in that. The man who runs a “bathroom” lunch has a perfect right to eat at the Waldorf. But to me it seemed a worthwhile subject for one of my little ads, because it indicates how my work is regarded by fellow advertising men.

And I thought it might make you curious enough to ask for Letter E-5, which gives some of the reasons why the advertisements, sales literature and letters I write bring gratifying results.

What is your name—address—business?

Corneil Ridderhof

Times Bldg.

New York

If You Want MORE SALES

from any sources—on any meritorious manufactured line or specialty—we offer you—on contract fee and profit-sharing basis—the specialized services of this high-grade organization of Sales Managers and Publicity Men of international reputation in the successful marketing of specialty products. Creative publicity and sales work (sales-plans, advertising campaigns and sales-promotion literature, also actual selling under quota contract), in English, French, Spanish, Italian and German—conducted throughout the United States, Canada, Mexico, South America and Europe. Sales and advertising departments organized and salesmen trained and directed, if desired—on fee basis. Over twenty-five years' record of RESULTS, plus highest business and financial references. Desire contact only with fully responsible firms and individuals.

LOOMIS-CORNUT & ASSOCIATES, INC.
 Suite 1011-25 West 44th Street
 New York City, U. S. A.

How Many Men Have Quit You for These Reasons

1. *To start in business for themselves, either in competition with you, or to engage in some totally different line of business, or as a dealer?*
2. *To take a position that "promises" bigger money—the need for making more money being due to over-gearred living expenses? Perhaps the wife had social aspirations or wanted something beyond the reach of his income.*
3. *Because they were unable to bring in enough business, due in a large measure to their flirting with sidelines, and in other ways attempting to carry several buckets of water at one time?*

SOONER or later every salesman begins to wonder if he isn't making a mistake by staying on his present job. Far off pastures lure him. If only he could get a business of his own; if only he could get a good sideline; if only he could play the other man's easy game.

The wise sales executive assumes this normal discontent. He anticipates it. An ounce of prevention here is worth many tons of cure, and an excellent preventive is to send each of your salesmen, personally, an autographed copy of the new Dartnell manual, "What a Salesman Should Know About Finance," by J. C. Aspley, editor of "Sales Management."

This unusual manual is so written that it removes unrest by indirect suggestion and the citation of actual concrete examples. It proves to a salesman that his best bet is to stay where he is and to succeed where he is with what he has. It makes him realize that another job has little to offer that his present job does not offer. It pictures the trials and failures of salesmen who have tried running their own business, and lost life-time savings. It convinces the man who likes to dabble with sidelines, that there is nothing in them, and his shortest road to financial success is to give all his time to doing one thing as well as he knows how. And it does this tactfully and interestingly, without preaching.

But the manual does not content itself with telling salesmen how to succeed. It also helps them to make their savings make money. The author believes that much of the present unrest among salesmen is due to living beyond their means, and failing to accumulate a financial reserve that will work for them in increasing measure as time goes on. A great array of facts is presented to convince a man that he should build up a reserve, and it shows him how by properly investing this surplus he can soon become independent. The more salesmen you can get into the habit of putting by a few dollars a week, the less turnover you will have. A salesman with money in the bank is steadier, and more dependable.

SPECIAL OFFER We will send to any subscriber of "Sales Management" a copy of this new Dartnell manual on approval for examination. Then if you wish to purchase additional manuals for your men you can order in quantity at the special rate of \$10.50 a dozen. The single copy price is \$1.10 in board binding; \$1.60 in leatherette

DARTNELL-1801 LELAND AVENUE-CHICAGO

News of the Road

The Roosevelt, New York's newest modern hotel and the eighteenth unit in the system operated by the United Hotels Company of America, opened its doors to the public September 22. Occupying an entire block and with 1,100 guest rooms, The Roosevelt adds another impressive structure to what is known as the Grand Central group and because of its location a passenger disembarking at the Grand Central station may pass by direct underground passage to the hotel. Among the many notable features of this newest hotel are: a Roosevelt Memorial Library, a completely equipped hospital with physician and trained nurses in constant attendance, a Teddy Bear cave with nurse in charge for children, a kennel and roof runway for dogs and ventilated telephone booths—the first in New York. But the biggest service which will appeal to the sales executive is the temporary guest rooms—a new feature in hotel service. There are fifty booths, in reality small rooms, on the second floor. Twenty-five have cots and all are fully equipped dressing rooms. Should a guest arrive when the hotel is full he can be accommodated in one of these rooms. They will also be found useful for the business man who may want a room for a brief time to write a letter, take a nap, etc. The cost will be a fraction of the regular room and every comfort has been provided.

Another new hotel to open last month was the John Sevier in Johnson City, Tennessee. The Sevier is the eleventh hotel in the chain of Foor and Robinson and is said to be the finest and most luxurious of the group. This new addition to Johnson City is ten stories, contains 130 guest rooms, large ball room, public and private dining rooms, several stores and provisions for a roof garden to be added. That the new hotel will be a success from the start is indicated by the fact that already a large number of social events, conventions and meetings have been planned for the coming season.

Two new Chicago and Alton trains representing an investment of one million dollars were on exhibition last month at the Union Station platform in Chicago. These two trains were built to complement the new Union Station and to take care of the increased traffic when the new station is opened on Christmas day. The twin trains will be placed in operation between Chicago and St. Louis, and will make their first trip September 28 at the close of the daylight saving time period. Nine cars and a new engine complete each train. One has been named the "Republican" and the other the "Democrat." Alton officials say if LaFollette is elected they will put on a third train.

The news of a 600 room addition to the Deshler Hotel in Columbus, Ohio, is most welcome because we doubt if there is a city in the country which needs additional hotel space as does Columbus. Work started September 1 and the entire structure should be

completed within a year. Two hundred of the new rooms are to be of different types from those in any hotel at present, and they are designed to care particularly for two types of travelers. One hundred are intended for the automobile tourist and will be unusually large with spacious windows. The second hundred will also be exceptionally large and will be equipped as homelike as possible. These will be designed particularly to interest the salesman and business man who must stay out over Sunday and who appreciates homelike environment in his room.

Chicago is to have another large hotel which will be next to the new Palmer House in size. Eitel Bros., owners of the Hotel Bismarck and Marigold Gardens, are backers of the new project, but reports vary as to where it will be located and what the name will be. One source of information states that an entire block in the northwest corner of the loop will be occupied with a huge sixteen story hotel to be named the Bismarck, and a twenty-two story office building with theatre between the two. Another report is that it will be called the Transcontinental and will be built midway between the new Union Station and the Northwestern railroad station. If this is carried through subways will be built which will permit the hotel's guests to pass from one station to another without having to go outdoors.

Many more hotels are planning or are already building additions to serve the public more efficiently. The Roosevelt in New Orleans, formerly the Hotel Grunewald, has started work on a fifteen story building which when completed will give this prominent Southern hotel 750 rooms. Conventions at French Lick, Indiana, have been so popular that the French Lick Springs Hotel is adding a big addition which will contain a large convention hall, a smaller convention hall and committee rooms. Another hotel which is building 100 more rooms is the Nelson House at Poughkeepsie, New York.

The Waldorf-Astoria, New York, has been purchased by the Boomer-DuPont interests which have been operating the hotel under lease since the death of Mr. Boldt some years ago. It is announced that the new owners are contemplating extensive alterations, including a new equipment of elevators and enlargement of the ballroom for the accommodation of large conventions. The Boomer-DuPont Properties, Inc., also control the new Hotel Syracuse, which was formally opened in Syracuse, N. Y., last week.

Two new hotels are being planned for the Southland. A million dollar hotel in Richmond, Va., will be fifteen stories and will include 300 rooms, large assembly room and other features of a high class commercial hotel. Birmingham, Ala., is to have a new twelve story hotel to replace the old Metropolitan.



The Retail Center of Chicago's North Shore

Surrounding the beautiful Hotel Sheridan Plaza is the rich retail district of Uptown Chicago. At this most favored hotel the business traveler enjoys exceptional advantages of location and accommodation—and easy access to all Chicago. Moderate rates in restaurant and Narcissus Grill cafeteria. Eighteen minutes from downtown. Elevated, surface cars, motor busses.

Every room has private bath. \$3 a day and up

Hotel Sheridan-Plaza

CHICAGO

Sheridan Road at Wilson Avenue



Where the Sale Begins

First impression is important—see that the card you present is an indication of your business character.

Wiggins Book Form Cards can be beautifully engraved or printed, and are always clean and convenient. Bound at one end, they detach easily with a smooth, straight edge. They have the snap and "feel" of quality.

We engrave them or supply blanks to your printer for type-printed cards. Convenient cases in several forms. Write for sample tab and information.

The John B. Wiggins Company

Established 1857
1102 S. Wabash Ave. CHICAGO 705 Peoples Gas Bldg.

WIGGINS
Peerless
Book Form **CARDS**

Why I Prefer the Small Organization

(Continued from page 1588)

anybody handled inquiries the advertising department should do it, and would I please keep hands off.

I am looking for a new position where I can get things done. I would really go back to the small concern where I worked for seven years if I could swallow my pride. I can't say that I have made much of a success because there have always been so many people to put up objections to everything I suggested. If I ever work in another big concern I am going to have enough authority to get action. I'll use this authority as stilts to step over red tape entanglements.

Why I Prefer the Large Organization

(Continued from page 1589)

private office to be used as a reception and sample room where we could display our line to advantage. My answer? Why they just told me that we were such a small concern and had so few visitors that it really wouldn't be worth while. So I just continue to entertain buyers in my own little cubby hole. When one comes in I keep my stenographer trotting back and forth to and from the stock room after samples. One by one I spread them over my desk and show them to the prospect as best I can, while he wonders why we haven't a real place to entertain him where he can buy in comfort. But then he ought to realize that we are "just a small concern."

I wish I were back on my old job, where there was a place for everything; where there was some real system and efficiency. There we could get an appropriation without having to wait to "see if collections come in pretty good after the first."



Sales Managers!
Liven up your sales contests and bulletins with original cartoons. If you have an idea we'll work it out; if you haven't, we'll supply one.
We specialize in convention cartoons.
Send for proof sheets

We Draw Cartoons to Order

Business Cartoon Service

Lew Merrell 35 S. Dearborn St. Chicago

Personal Service and Supplies

Classified rates: 50c a line of seven words; minimum \$3.00. No display

EXECUTIVES WANTED

DISTRICT SALES MANAGERS WANTED—This company requires the services of five district sales managers who have a record of production and who have proven their ability to earn upward of \$5,000 per year. A specialty sold under license contract at around \$300.00 involving a continuous stream of repeat orders for supplies. Some of our salesmen are earning as high as \$800 per month now and sales have doubled this year. This proposition is backed by an old company with ample resources and only men of the highest character and of proven ability will be considered. In writing give full information regarding your past and present employment, present earnings and the number of men you are now directing. All information will be treated in strict confidence. Address J. D. Claitor, Galveston, Texas.

SALES MANAGER WANTED—THERE'S A ten thousand dollar plus job awaiting the right man, with the American headquarters of a large foreign industrial concern, now ready to cultivate the American market on products for which there is a large and instant demand. This man will be compensated on a straight commission basis, and the commission is large enough to make the proposition a mighty attractive one. Send full particulars in confidence to Box 1077, SALES MANAGEMENT, 1801 Leland Ave., Chicago.

SEVERAL QUALIFIED SALES MANAGERS, with demonstrably successful records in recruiting and handling large organizations, will find permanent connections paying up to \$10,000 a year in the 1924 expansion of one of the two largest manufacturers in its industry. A few important territories are open for real organizers. State experience fully and write at once to H. F. Baker, gen. sales mgr., 319 W. Van Buren, Chicago.

SALESMEN WANTED

WE FEED AMBITION WITH GOLD—Walter Morris earned in nine months \$23,251.17 commission. Others averaging \$1,000 to \$1,800 monthly. Anyone with ambition can do as well. We want more live wires to develop rich territory. If you earn less than \$1,000 monthly, we'll show you how to get real money by going where it is plentiful. Records of our sellers read like days of '49. Alexander Film Publicity leads advertising field and gives best opportunity in \$1,000,000,000 a year market. Renewals create permanent income. Write for the most interesting business story ever told, "Feeding Ambition With Gold." Alexander Film Co., 3329 So. Broadway, Denver, Colo.

SALESMEN WANTED—A CORPORATION operating a credit and collection service throughout the world desires salesman of character, capable of interesting every business extending credit. An opportunity to earn an income in keeping with your ability and build a permanent business. American Security Credit Company, General Offices, St. Louis, Mo.

BUSINESS SERVICE

STOCK AND BOND ISSUES MARKETING. Reorganizations, consolidations. We employ every successful method known in money raising. Lebrecht Co., Waco, Texas.

Statement of Ownership, Management, Circulation, Etc., Required by the Act of Congress of August 24, 1912

of SALES MANAGEMENT, published monthly at Chicago, Illinois, for October, 1924.
State of Illinois, County of Cook—ss.

Before me, a notary public, in and for the state and county aforesaid, personally appeared John Cameron Aspley, who, having been duly sworn according to law, deposes and says that he is the editor of SALES MANAGEMENT, and that the following is, to the best of his knowledge and belief, a true statement of the ownership, management, etc., of the aforesaid publication for the date shown in the above caption, required by the act of Aug. 24, 1912, embodied in section 443, Postal Laws and Regulations.

1. That the names and addresses of the publisher, editor, managing editor and business managers are:

Publisher—The Dartnell Corporation, 1801 Leland Ave., Chicago.

Editor—John Cameron Aspley, 1801 Leland Ave., Chicago.

Managing Editor—Eugene Whitmore, 1801 Leland Ave., Chicago.

Business Managers—The Directors of The Dartnell Corporation.

2. That the owners are The Dartnell Corporation, a stock company organized and incorporated under the laws of the State of Illinois, all stock being owned by J. C. Aspley, Glencoe, Ill.; M. D. Aspley, Glencoe, Ill.; M. B. Asplet, Chicago;

POSITIONS WANTED

INVEST IN A SALES PRODUCING, DIVI-dend paying sales manager. One who has proven himself successful in present connection with internationally known manufacturer of highly technical line. His service with this company during eight year period has been that of salesman, territory supervisor, branch office manager, educational director and sales manager. Limits in present connection have been reached. Will negotiate now for position to be taken over by January 1. Confidential replies will not be violated. Box 1072, SALES MANAGEMENT, 1801 Leland Ave., Chicago.

BRANCH MANAGER FOR NATIONAL SPE-cialty concern, age 34, desires Pacific coast sales connection with established manufacturer, preferably of lines distributed through jobbers and dealers. Faithful service and sales production with demonstrated executive and organizing ability, energy and judgment are back of my fifteen years' selling experience. Excellent references. Address Box 1075, SALES MANAGEMENT, 1801 Leland Ave., Chicago.

YOUNG MAN, THIRTY, NOW SALES MAN-ager \$300,000.00 close corporation, has oversold production three consecutive years. Desires new connection as assistant sales manager with large national organization. Is producer, and can show exceptional record. This may be your opportunity and his. Why not investigate? Write Box 1070, SALES MANAGEMENT, 1801 Leland Ave., Chicago.

SALES MANAGER, GENERAL MANAGER or assistant to big executive. Excellent record as producer with only two concerns in thirteen years. Thirty years of age. Married. Now general manager of woodworking company doing volume of \$300,000 a year selling housefurnishing departments and jobbers. Salary six thousand and bonus. Box 1073, SALES MANAGEMENT, 1801 Leland Ave., Chicago.

AGGRESSIVE, RESOURCEFUL SALES MAN-ager, fifteen years business experience, associated present connections seven years. Production now oversold. Would consider proposition with future. Prefer leather goods or shoes, but not essential. Write Box 1076, SALES MANAGEMENT, 1801 Leland Ave., Chicago.

SALES PROMOTION

\$50 TO \$50,000 DAILY SALES FOR CLIENTS the result of my 26 years direct-mail plans, counsel, copy. Last July-August thirteen jobber's salesmen responded to my campaign which included 47 daily letters by doubling best previous records. Submit sales problems for free preliminary diagnosis. Ten years sales promotion manager, Larkin Co. James C. Johnson, 119 Woodbridge Ave., Buffalo.

HOW TO CLOSE SALES, BY THE AUTHOR of "Creative Selling," "A Master Course in Salesmanship," "Mackintosh System of Selling," etc. Full of facts tested in the field. 25c postpaid. Charles Henry Mackintosh, 910 So. Michigan Ave., Chicago.

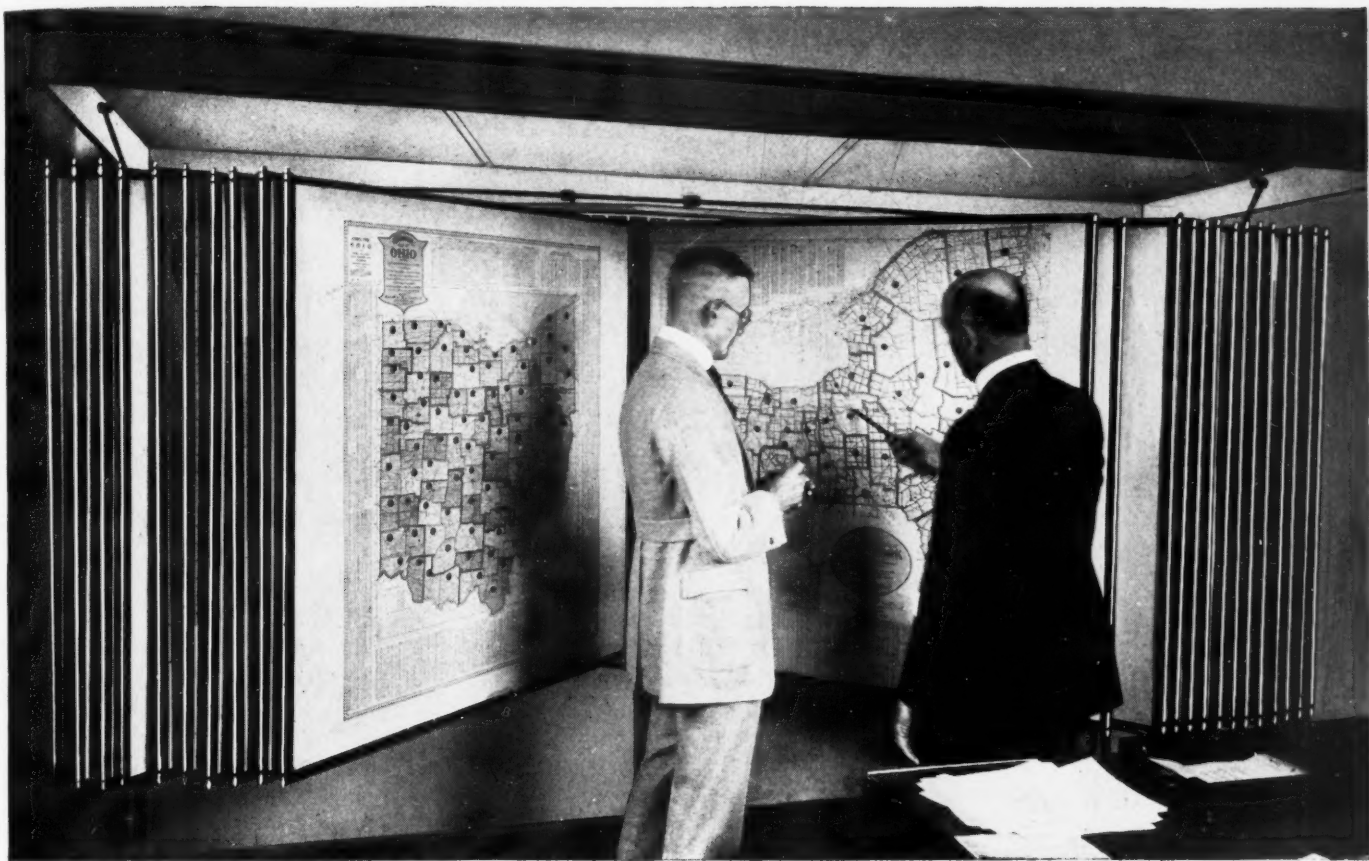
J. T. Kemp, Chicago; P. S. Salisbury, New York City; P. R. Means, Chicago; H. G. Trine, Chicago; R. A. D. Trine, Chicago; M. V. Reed, New York; and J. F. Weintz, Chicago.

3. That the known bondholders, mortgagees and other security holders owning or holding 1 per cent or more of total amount of bonds, mortgages or other securities are: Ravenswood National Bank, Chicago.

4. That the two paragraphs next above, giving the names of the owners, stockholders, and security holders, if any, contain not only the list of stockholders and security holders as they appear upon the books of the company, but also, in cases where the stockholder or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name of the person or corporation for whom such trustee is acting is given; also that the said two paragraphs contain statements embracing affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of a bona fide owner; and this affiant has no reason to believe that any other person, association, or corporation has any interest direct or indirect in the said stock, bonds or other securities than as so stated by him.

JOHN CAMERON ASPLEY, Editor.
Sworn to and subscribed before me this 25th day of September, 1924.

P. R. MEANS, Notary Public.
(My commission expires March 28, 1927.)



Namapco Map System in office of Standard Register Co., Dayton, O.

"Don't Argue with Salesmen—Show Them!"

"It is surprising," said a successful sales manager recently, "what a careful analysis of the average salesman's territory will show when the results are visualized upon a map of the territory."

This sales manager had started in to make an investigation of salesmen's routes. Taking the map of one state and tracing the route of one representative for several months past, he found a great waste of time and mileage.

Back and forth, up and down across the state the trail zig-zagged. There had been apparently no thought of systematically covering the territory. Several good-sized towns had not been worked at all. In several other states he found the territories were being worked in the same careless, slipshod, expensive manner.

As the first step in correcting the situation, the sales manager installed a complete system of Namapco state maps. Every town considered worth working was tacked. Different colored tacks were used to show the date of the salesman's last call, so that a glance would show how often any town was being worked.

When the representatives came in, he went to the map with them—went over their territory with them. "It may be all right," says this sales manager, "to argue with a salesman that he is not covering his territory in the most economical and effective manner, but it is far more forceful to show him, in map or chart form."

"Our map system," he adds, "has taken the guess work out of keeping track of territories and routing salesmen; the maps give us a visual record of every state, while the colored tacks show just what towns have been worked and when, and reveal towns that are apparently being overlooked by the salesmen."

Namapco Systems are helping hundreds of business organizations—both large and small—to eliminate the guess work in solving their sales and territorial problems.

Let us show you how one of these systems, built to the measure of your business, will help YOU eliminate guess work—help you keep sales up and selling costs down. In writing, tell us what territory you cover.

National Map Company

310 Murphy Bldg., INDIANAPOLIS

111 N. Market St.
CHICAGO

311 Broadway
NEW YORK

"Namapco" Washable Maps

Going Up!

August circulation of The Chicago Tribune

65,000 Gain in 1923 over 1922	Sundays Only
111,000 Gain in 1924 over 1922	

56,000 Gain in 1923 over 1922	Week Days Only
89,000 Gain in 1924 over 1922	

	<i>Week Days Only</i>	<i>Sunday Only</i>
1922	524,000	793,000
1923	580,000	858,000
1924	613,000	903,000
<i>Gain in 2yrs.</i>	89,000	111,000

At present milline rates Chicago Tribune advertising is a wonderful bargain!

The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

512 Fifth Avenue
NEW YORK

7 South Dearborn Street
CHICAGO

406 Haas Building
LOS ANGELES

